



Project Prospectus: *Together*

A PROJECT OF FOUR ORGANIZATIONS WORKING COLLECTIVELY TO SERVE THE POOR IN NORTHEASTERN UGANDA

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for and in collaboration with:

Together Coalition

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“Together is based on mutual respect by each partner for the competencies of the other partners. It is structured as a collaboration where there is mutual submission to the greater good. The partners join together in this project with humility to work together with the poor to improve their lives. That work is done to bring hope and healing in a broken world, but it is also done out of a shared call to bring glory to God.”

**—Adapted from the Together
Memorandum of Understanding**

Sections 1.3 & 1.6

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Executive Summary

Overview of Together

THE COALITION

Together is a coalition of four nonprofit organizations:

- ✓ St. Marys United Methodist Church Foundation, Inc. (SMUMCF)
- ✓ MAP International (MAP)
- ✓ Church World Service (CWS)
- ✓ ECHO, Inc. (ECHO)

The coalition was created through a Memorandum of Understanding (MOU) entered into on October 17, 2011 by these four organizations agreeing to partner for a common purpose—to serve the poor in Northeastern Uganda. There is one funding partner (SMUMCF) and three implementing partners (MAP, CWS, and ECHO). The funding partner provides overall, high-level guidance and is the primary source of start-up capital. The implementing partners design the project and provide services on the ground.

THE OPPORTUNITY

The Karamoja region of northeastern Uganda is the poorest and least developed region of the country with the worst human development indicators in Uganda. The Karamojong people that inhabit the region are agro-pastoralists, living off land that is susceptible to a harsh climate. Data show that the Karamojong are the most politically and economically marginalized ethnic group in Uganda; have scarce access to resources (land, water, pasture) and basic services such as health and education; and suffer from increased insecurity, perennial conflict, poverty, environmental degradation, and exposure to climatic risks.

The Karamoja region is divided into seven districts, one of which is Kotido, situated to the north. Kotido is divided into six sub-counties; the Kacheri sub-county is the

focus of the *Together* project in Uganda. Kacheri has a projected population of 29,815¹ situated in 22 villages in three parishes.

In year one, *Together* will intervene in seven of the 22 villages in the Kacheri sub-county. The project will be scaled up to impact additional villages in subsequent years.

Each *Together* partner has its own programs and methods of serving the poor and performing other work to help persons in need around the world. By combining their multiple competencies, the partners are uniquely qualified and positioned to maximize the success and impact of the project. On a combined basis, the partners have over 150 years' experience promoting health and peace, eradicating hunger, preventing and mitigating disease, and providing agricultural resources to people living in the world's poorest communities.

BASELINE STUDY FINDINGS

Prior to commencing implementation of the project, the coalition conducted a multi-faceted baseline study to guide the design and implementation of the project. The baseline study utilized numerous data collection methods that provided both quantitative and qualitative results in three reports: a *Household Baseline Survey Report*, a *Baseline Focus Group Discussion Report*, and an *Agricultural Profile*. The results of the baseline study, presented in these reports, were used to create a detailed project plan, and constitute the benchmark to measure project success.

THEORY OF CHANGE

The strategy that *Together* has employed is based on a theory of how to build resilience and improve the lives of a highly marginalized ethnic group. The elements of its theory of change include: in situ improvement, viability of changes with external impetus, interrupting cycles of harm, holistic solutions, local people knowing their prioritized needs, local participation, sustainability, and building on local assets.

TOGETHER PROJECT

Together has created a 5-year, multi-faceted project to improve health and development outcomes and build community resilience for the Karamojong to cope with their environment. The project has four primary objectives.

1. Engage and mobilize the community around issues of need with programs for building resilience

¹ Uganda Bureau of Statistics, 2012 Karamoja dataset.

2. Improve the short-term and long-term livelihoods of community members by enabling them to become self supporting, and in the process to improve food security (i.e., move away from reliance on food aid to community-based food production)
3. Significantly improve the environment in which people live, and improve their health
4. Reduce the damage caused by disasters through disaster risk reduction strategies and disaster mitigation training

To ensure that the Kacheri communities develop resilience to cope with their environment and improve health and development outcomes, *Together* employs the following strategic elements.

- ✓ **Work together**—a shared effort that brings together three implementing partners, each a leader in its area of humanitarian focus.
- ✓ **Assess and prioritize needs**—performance of a comprehensive baseline study to discover local priorities.
- ✓ **Use a holistic approach**—design project activities that seek to address the most basic needs in the community (food insecurity, conflicts, and water scarcity) by addressing the community’s physical and social well-being and intellectual growth.
- ✓ **Empower the community**—work *with* the community and encouraging community activity to create lasting change.
- ✓ **Train and instruct for long-term sustainability**—train village members so that the knowledge then lies *within the community itself* and can be passed on to later generations.

After a one-year planning and assessment phase, project implementation began July 1, 2012 and is in the initial rollout stage. Members of a field implementation team are in place, as well as local staff, and are beginning to execute planned activities. In the first year of project implementation, *Together* will conduct numerous activities toward the accomplishment of six goals. Each goal fits into one of the project’s four long-term objectives, described earlier.

- ✓ Curb violence through peace-building efforts (Objective 1)
- ✓ Improve livelihoods (Objectives 1 and 2)
- ✓ Improve food security (Objective 2)
- ✓ Advance water availability and safety (Objective 2)
- ✓ Improve health and sanitation (Objective 3)
- ✓ Reduce disaster risk (Objective 4)

The project objectives are the same for all annual phases of *Together*. Activities may change or be adjusted as the project progresses, and will be rolled out to

additional villages over time. An exact timeline of this rollout has not been determined; it is too early to make precise projections. If implementation goes as planned, *Together* will phase out during the project's final months in 2016.

It was important to the coalition partners, from the outset, to create common indicators that would point to achievement of project objectives at various points in time during the 5-year plan. A monitoring and evaluation plan was designed to track progress, record achievements, report weaknesses, and make necessary implementation adjustments in a timely manner. Progress will be monitored by implementing partner teams established to manage, oversee, and run the project (see "Personnel" section, later, for a description of project management). Monitoring will occur via monthly conference calls and semi-annual in-person meetings of various personnel. A mid-term assessment will be conducted by *Together* staff at some point in the project's third year; the assessment design will be determined at a later time. Its purpose is to gauge the project's progress, successes, and challenges, and to give the coalition an opportunity to strengthen the project through a re-design of the implementation plan, if necessary.

Calvin Edwards & Company (CEC) will conduct a final evaluation of the project at its 5-year conclusion. This evaluation will measure changes in indicators compared to the baseline study and include an *Evaluation Report* on the impact of the intervention.

PERSONNEL

One senior staff person from each of the four partner organizations jointly comprises the *Together* Council. The Council manages the partnership and provides direction to implementing partners regarding the overall strategy of the project. The Council members from the four partners are: Jeff Barker (SMUMCF), Michael Nyenhuis (MAP), Donna Derr (CWS), and Stan Doerr (ECHO).

In addition to the Council, the project will be led by two teams to ensure that project objectives are met. A strategic program coordination team, consisting of one member from each implementing partner, will oversee, coordinate, and provide technical assistance and guidance to the in-country field program staff. Two members of the team reside in the U.S.; the third resides in Kenya. Each person may make trips to Uganda as needed. A field implementation team, also with one representative from each of the three implementing partners, is located in Africa and will travel to Kotido frequently to manage their respective staffs on the ground.

BUDGET MODEL & FUNDING

The *Together* project will be entirely funded by donor contributions. The funding partner, SMUMCF, has committed to provide a total of \$2 million over a 5-year period that began January 2012. Implementing partners will need to raise the additional resources necessary to carry out portions of the 5-year project plan.

The budget for the first year of implementation, July 2012 to June 2013, is:

| | |
|-------------------|------------------------|
| Income | \$452,457 |
| Expenses | \$375,085 |
| Net income | <u>\$77,372</u> |

Detailed budgets for years 2-5 have not been created; however, the partners have roughly estimated the expense levels for future years. The estimates for years 2-5 are not static. The timing and availability of funding from new donors will indicate the degree to which implementation can be expanded to additional villages, or the rate at which activities planned for later years can be moved up and conducted earlier. SMUMCF's \$2 million contribution is currently expected to fund about 71% of the 5-year total project cost. The implementing partners will jointly raise the remaining 29%, approximately \$805,000, to cover the remainder of the full 5-year budget.

PROJECT RISKS

There are several risks associated with the *Together* project.

- ✓ **Timeframe**—the possibility that five years is not enough time to create radical change in the Karamoja region
- ✓ **Collaboration**—the potential that the implementing partners will disagree at points during the 5-year project or will not see eye-to-eye on particular aspects of the project's implementation
- ✓ **Implementation partner delinquency**—the risk that one or more partners does not fulfill a portion of its responsibilities, jeopardizing the work of the other partners
- ✓ **Funding**—the possibility that the implementing partners are not able to raise the additional funds necessary to complete the project, above the \$2 million investment from SMUMCF
- ✓ **External risks**—the risk of extreme circumstances from a variety of external factors, e.g., droughts, fires, flooding, political upheaval, etc., that could hinder the coalition's progress
- ✓ **Local reception**—the potential that the Karamojong do not react positively to the planned intervention and do not take ownership that will enable results to be sustained

- ✓ **Ugandan government**—the risk that the Ugandan government might change its policies and attitudes towards the Karamojong, which could result in an inability for *Together* to continue its planned programming

Each of these is mitigated by specific tactics taken by the coalition members, such as monitoring via semi-annual progress reports, a pre-designed conflict resolution process, continually seeking project feedback from the Karamojong, and building relationships with the Ugandan government.

CONCLUSION

The *Together* project's goal is to improve health and development outcomes for the people living in the Kacheri sub-county of Karamoja and to ensure that they develop resilience to cope with their environment.

Together is actively seeking investors to support the project, especially for moving its model for transformation from seven villages to include all 22 villages. It seeks persons and institutions that will make tax-deductible contributions to be used as described herein. Investors may wish to advise on the strategy or participate in other ways, including contributing in-kind services. *Together* embraces such partnerships.

CHAPTER 1

Poverty in Northeastern Uganda

Description of the Situation & Overview of Together's Response

Together is a coalition of four nonprofit organizations:

- ✓ St. Marys United Methodist Church Foundation, Inc. (SMUMCF)
- ✓ MAP International (MAP)
- ✓ Church World Service (CWS)
- ✓ ECHO, Inc. (ECHO)

It was formed to jointly operate a project to serve the very poor in a region in northeastern Uganda.

The Problem

BACKGROUND & CONTEXT

THE KARAMOJA REGION OF UGANDA

The Karamoja region of northeastern Uganda is the poorest and least developed region of the country with the worst human development indicators in Uganda. It is a semi-arid region bordering Sudan to the north and Kenya to the east. In addition to its national borders, Karamoja's natural borders define the region's remoteness: to the east stands the Rift Valley escarpment towering over the Kenyan plains and scrubland; to the north lie the pristine basin of Kidepo National Park and a mountainous vastness that leads into Sudan; to the south are the rugged peaks of Mount Elgon National Park; and to the west, abundant swamps.

Karamoja's climate is harsh. In many areas, rains rarely exceed 3.2 inches per year, sometimes hovering around 2 inches². The region has a population of approximately 1.1 million Karamojong, an agro-pastoralist³ ethnic group. In arid and semi-arid regions of sub-Saharan Africa, such as Karamoja, pastoralism

² At least 4 inches of rainfall is needed to sustain people in area without infrastructure.

³ Practice of agriculture that includes both growing of crops and raising of livestock.

enables people to adapt to an increasingly arid and unpredictable environment by moving livestock according to the shifting availability of water and pasture.

Data show that the Karamoja are the most politically and economically marginalized ethnic group, have scarce access to resources (land, water, pasture) and basic services such as health and education, and suffer from increased insecurity, perennial conflict, poverty, environmental degradation, and exposure to climatic risks.

KACHERI SUB-COUNTY

The Karamoja region is divided into seven districts, one of which is Kotido, situated to the north. Kotido is divided into six sub-counties; the Kacheri sub-county is the focus of the *Together* project in Uganda. Kacheri has a projected population of 29,815⁴ situated in 22 villages in three parishes.



The Karamoja region is in the northeast corner of Uganda. Together is working in Kotido, showing in yellow, on the right.

Sixty percent of Kotido’s population is below the age of 15. Household income is mainly dependent on livestock selling in two markets, one of which is in the Kacheri sub-county. The Kotido people live in clustered settlements (villages) arranged according to a hierarchy of elders. Sorcerers, witchdoctors, traditional healers, and foretellers are in high demand.

The Kotido district is faced with a number of hazards that include prolonged drought, livestock rustling, floods, human epidemics, epizootics⁵, wild fires, hailstorms, and erratic rains. There have been three major droughts in the last four decades, each resulting in severe food shortages. The district is plagued by a

⁴ Uganda Bureau of Statistics, 2012 Karamoja dataset.

⁵ A disease that appears as new cases in a given animal population, during a given period, at a rate that substantially exceeds what is "expected" based on recent experience. "Epidemic" is the analogous term applied to human populations.

shortage of water for human and livestock consumption and a low water table, which leads to poor hygiene as well as outbreaks of water-related diseases such as Hepatitis E, diarrhea, dysentery, and meningitis, among others. Impacts include stress, body weight loss in animals, low production and low productivity, pressure on existing water sources, long queues, long walking distances and time spent at water points, increased workload on woman and children, and accelerated depletion of the environmental resources such as increased coal burning as an alternative livelihood.

Current health indicators in Kotido are beyond emergency levels. Up to 100 children younger than five die each week, many of preventable diseases. Only 3.4% of Karamoja households have two insecticide-treated bed nets, though the regional target is 60%. Total fertility is 7.8 children per woman during her reproductive age of 15-49 years. Maternal mortality stands at 750 per 100,000 live births, which is 50% higher than Uganda's national average.

BASELINE STUDY OVERVIEW

Together conducted a multi-faceted baseline study over a 2-month period that ended March 26, 2012. Planning for the study began several months prior. The purpose was to guide the design and implementation of the project and to establish the benchmark for target setting and project performance monitoring. Mid-term and end-term evaluations will be conducted and compared to baseline results.

The baseline study utilized four data collection methods that provided both quantitative and qualitative results.

- 1. Household Survey**—a 32-question survey was designed from an instrument used previously by CWS for similar projects, but modified in consultation with MAP's international office in Kenya to ensure local applicability. The instrument was pre-tested in the Kacheri sub-county and refined prior to commencing field work. The survey included open- and closed-ended questions to collect demographic and socio-economic characteristics of the respondents, with an emphasis on youth. The final survey was administered orally to 659 heads of each sampled household⁶, or if not available, any individual older than 17 years within the household.
- 2. Water for Life Community Profile**—a 38-question survey was administered in conjunction with the Household Survey (659 respondents),

⁶ A "household" is defined as a group of people who normally live and eat together (Uganda Bureau of Statistics); the "household head" is defined as the member under whose guidance the major decisions of the household are undertaken.

with a focus on household water sources, water security, and water availability.

3. **Focus Group Discussions**—24 participatory focus group discussions (FGDs) were conducted in each of 22 villages (528 total exercises). MAP has conducted similar exercises in its other international development work and made the technique available to *Together* for this project. The FGDs were conducted using the Ten-Seed Technique⁷. Facilitators were trained in Ten-Seed prior to execution of the FGDs.
4. **Agricultural Profile**—an in-country investigation was conducted by three ECHO personnel employing observation and key person interviews. They identified potential agricultural and environmental interventions to increase local food production.

A fifth component, the School Safe Zone Survey, was also administered. This survey was a 47-question survey administered with one or two leaders from each of the three schools located in the target area. This survey was not included in *Together's* baseline reporting because interventions related to school safety were not a part of the *Together* objectives as finalized. Rather, the School Safe Zone Survey was used to provide a contextual understanding of various safety and environmental aspects of the Kacheri sub-county schools. Because *Together* did not include the results of the School Safe Zone Survey in its baseline reports, the findings are also not included in this *Prospectus*.

The methodology for conducting each component of the baseline study is presented in Appendix A. A summary of the study results are presented in the next chapter, "Baseline Study Findings."

Using the findings from the baseline study, *Together* designed a project to address poverty and its numerous ramifications in the Kacheri sub-county.

⁷ Ten-Seed is a Participatory Learning for Action (PLA) technique developed by Dr. Ravi Jayakaran of MAP. PLA is an approach to development that seeks to help communities recognize and articulate the information they already have about their people and environment. The Ten-Seed PLA is very simple to learn and to implement.

Together Response

OVERVIEW

Together has created a 5-year, multi-faceted project to improve health and development outcomes and to build community resilience for the men, women, and children living in the Kacheri sub-county of Kotido. In year one, the project will focus on seven villages spread across the three parishes in the sub-county. The geographic focus will be scaled up to include additional villages in subsequent years.

The project activities are intended to accomplish four primary objectives.⁸

1. Engage and mobilize the community around issues of need with programs for building resilience
2. Improve the short-term and long-term livelihoods of community members by enabling them to become self supporting, and in the process to improve food security (i.e., move away from reliance on food aid to community-based food production)
3. Significantly improve the environment in which people live, and improve their health
4. Reduce the damage caused by disasters through disaster risk reduction strategies and disaster mitigation training

Together has prioritized activities based on the needs discovered in the baseline study. Utilizing its partners' multiple areas of competency, project activities address holistic solutions and encourage community activity in order to create lasting change. Training and instruction will be integrated into the majority of activities to promote sustainability.

Key activities planned for the 5-year project are reported below. As implementation occurs, activities may be modified, added, or eliminated based on feedback from community members regarding their needs, and what is and isn't working.

WATER

- ✓ Identify water shed development areas; establish micro-level irrigation system
- ✓ Identify ways to improve existing water sources for each village; train on pump mechanics

LIVELIHOODS

- ✓ Set up youth training centers to teach masonry, carpentry, catering, animal husbandry, and business skills
- ✓ Develop community-based savings and loan programs

⁸ These are explained in more detail in Chapter 5 of the *Report*, "Project Description."

- ✓ Create campaigns to increase educational awareness; offer adult literacy classes; create paid teacher internship positions
- ✓ Identify village youth to be trained as village health trainees (VHTs); train health workers on basic health needs; teach family planning methods
- ✓ Support expanded immunization program; support and orient the trained birth attendants (TBAs) on safe baby delivery; support monthly health outreach sessions; distribute essential medicines and vaccines

AGRICULTURE

- ✓ Identify sites for fodder banks; plan fodder banks; procure legumes for fodder banks
- ✓ Train community members in techniques to expand home gardens; assess potential for school gardens
- ✓ Survey current field crops and practices to identify techniques and crops that might improve yields
- ✓ Identify chicken breeds and vaccines needed to prevent disease
- ✓ Identify potential sand dams and construct dams in select locations
- ✓ Identify villages for forestation plans and dry land farming

DISASTER MITIGATION

- ✓ Train community members in conflict resolution; support and strengthen intercommunity peace initiatives
- ✓ Develop a disaster risk reduction strategy for each village
- ✓ Form a disaster risk reduction and community-based disaster management committee in each village
- ✓ Prepare master plan for community-based disaster management

Together will monitor the accomplishment of project objectives and assess implementation strengths and weaknesses in order to modify planned activities over the 5-year project life, if necessary.

QUALIFICATIONS OF THE *TOGETHER* PARTNERS

Together was created through a Memorandum of Understanding (MOU) entered into on October 17, 2011 by four nonprofit organizations agreeing to partner for a common purpose. The four organizations comprise the *Together* coalition, consisting of one funding partner and three implementing partners. The funding partner provides overall, high-level guidance and is the primary source of start-up capital. The implementing partners design the project and provide services on the ground.

FUNDING PARTNER

St. Marys United Methodist Church Foundation, Inc. (SMUMCF)—a Christian supporting organization to the St. Marys United Methodist Church that makes grants to nonprofit, tax-exempt, charitable organizations, and ministries.

IMPLEMENTING PARTNERS

- ✓ **MAP International (MAP)**—a global Christian health organization that partners with people living in conditions of poverty to save lives and develop healthier families and communities by providing medicines, preventing disease, and promoting health.
- ✓ **Church World Service (CWS)**—a cooperative ministry that works with partners to eradicate hunger and poverty and to promote peace and justice around the world. It supports sustainable grassroots development, disaster relief, and refugee assistance, and it educates and advocates on hunger-related issues.
- ✓ **ECHO, Inc. (ECHO)**—an interdenominational Christian organization that works to improve the abilities of international community development workers assisting poor farmers by providing useful, important information and by networking their skills and knowledge with each other. It also provides hard-to-find beneficial food plants and seeds.

Each *Together* partner has its own programs and methods of serving the poor and performing other work to help persons in need around the world. By combining their multiple competencies, the partners are uniquely qualified and positioned to maximize the success and impact of the project.

- ✓ *Together* is directly aligned with the expertise of the implementing partners. On a combined basis, the partners have over 150 years' experience promoting health and peace, eradicating hunger, preventing and mitigating disease, and providing agricultural resources to people living in the world's poorest communities.
- ✓ The implementing partners are each well-established, multi-million dollar organizations with considerable human resources to draw upon to implement the project.
- ✓ SMUMCF is a financially strong funding partner who has committed a base of \$2 million to the project over its 5-year term.
- ✓ MAP has extensive experience working in Uganda and other African countries; CWS has experience working in Kenya, which is adjacent to Uganda.
- ✓ *Together's* on-site field implementation team of three international leadership staff has years of experience working in rural international settings. Each team member is knowledgeable in the demands of the region and experienced with implementing solutions.

CHAPTER 2

Baseline Study Findings

Results of a Multi-faceted Pre-design Study

Introduction

This chapter summarizes the findings from the multi-faceted baseline study. A detailed presentation of the findings is in Schedule B. The baseline findings were derived from three reports compiled by *Together* staff at the conclusion of data collection and analysis activities.

- ✓ A 24-page *Household⁹ Baseline Survey Report*, written by CWS Kenya staff
- ✓ A 42-page *Baseline Focus Group Discussion Report*, written by MAP staff in Kotido
- ✓ An 18-page *Agricultural Profile*, written by U.S. ECHO staff

Household Survey & Focus Group Discussion Findings

The Household and Focus Group Discussion findings are presented below in categories, under green headings.

HOUSEHOLD COMPOSITION

- ✓ Households are large, with an average household size of 8.0 people in the Kacheri sub-county.
- ✓ There are more female than male youth.
- ✓ Half of households are headed by women.

⁹ Because the Household and Water for Life surveys were administered together, to the same households, the results are collectively referred to as being from the “Household” survey. In this chapter and hereafter these two instruments are referred to jointly as “Household” surveys.

ADULT ATTRIBUTES

- ✓ 60% of adults reported being organized in informal or formal groups.

YOUTH ATTRIBUTES

- ✓ 25% of youth are organized in informal or formal groups.
- ✓ Youth are active as change agents in their communities.
- ✓ Youth engage in agriculture and livestock activities.
- ✓ Activity roles are based on gender; males are more likely to work with livestock, fish, and hunt, while women are more likely to collect firewood and gather fruit.

EDUCATION

- ✓ Adults perceive education as valuable.
- ✓ Half of school-aged children do not attend school.
- ✓ Poverty is the central reason for poor school attendance; families often cannot afford school fees or scholastic materials, and children are needed at home to assist with farming duties, to care for siblings, or other domestic duties.

INCOME SOURCES

- ✓ Over half of households have only one source of income.
- ✓ Livelihood activities, such as fruit gathering, farming, and fishing, are sources of income and food.

FOOD AVAILABILITY

- ✓ Access to food is a concern; 72% of households had a little less food than needed; an additional 4% were in perpetual need.

WATER

- ✓ Boreholes are the main water source for household use.
- ✓ Round trips to fetch water take up to four hours, and women are charged with this task.
- ✓ Water is perceived to be at least somewhat safe.
- ✓ Most people pay for water.
- ✓ Water is managed by community water management committees.
- ✓ Communities have extensive conflict over water sources.
- ✓ Water sources are protected for just over half of residents.
- ✓ Rainfall is the major source of water for agriculture.

FIREWOOD & FUEL

- ✓ Firewood accessibility is a burden for some.

- ✓ Fuel-efficient stoves are preferred over traditional stoves which use firewood.

SHELTER

- ✓ Adequate shelter is largely available.

HEALTHCARE

- ✓ Household healthcare needs are largely not met.

LIVESTOCK

- ✓ Goats, cows, and sheep comprise the majority of livestock.
- ✓ Animals find their own food, via free grazing.
- ✓ Animals graze outside, but near, the village.

LAND ACCESS & USE

- ✓ Most people have access to land and use it for kitchen gardening.
- ✓ More than half of residents own their land.
- ✓ Village land is partially used for gardens.
- ✓ Village land is partially cultivated for agriculture.
- ✓ Soil types differ by parish.

ENVIRONMENTAL PROTECTION

- ✓ Many households actively plant trees.

EXTERNAL DISASTERS

- ✓ Pests and disease, drought, and insecurity affect social well-being.
- ✓ Communities are not trained on disaster management.
- ✓ Drought prevention strategies are lacking.

CONFLICT, PROBLEMS, & UNCERTAINTIES

- ✓ High level of interpersonal conflict exists.
- ✓ Community problems vary among parishes.
- ✓ Pests and diseases are the most common uncertainty.

Agricultural Profile Findings

After conducting an investigative trip in Uganda in March 2012, three ECHO staff prepared an agricultural profile that primarily provided observations in eight areas. The observations provided a basis for developing agricultural-related program plans.

1. **Existing agriculture**—types of crops, trees, vegetables and plants grown in the region or available for sale in the local markets

2. **Animal husbandry**—animals observed in the region, grazing practices, and availability of animal medication in the local markets
3. **Agricultural tools and implements**—types of tools used by community members
4. **Agriculture techniques**—field preparation methods and crop growing techniques used
5. **Environment**—description of the landscape (e.g., grass cover, bare ground, flat, etc.), soil types, erosion issues
6. **Rainfall and water access**—rainfall estimates, effect of rainfall on the soil, and the existence of seasonal rivers, streams, dams, and bore holes
7. **Karamajong culture**—types of household structures, food sources, traditional roles of women and men, etc.
8. **Kotido area**—existence of NGO activity and food aid to the region

The ECHO staff also made recommendations to address the three most critical agricultural and environmental issues facing the Karamojong. These recommendations are presented with the full baseline study findings in Appendix B.

Conclusion

The multi-faceted baseline study was invaluable in providing *Together* with a detailed picture of the current condition and needs of the Karamojong living in the project's target area. Armed with these findings, the *Together* staff designed a project implementation plan to address the community's major vulnerabilities.

This baseline study led to the following four project objectives, stated earlier on page 11:

1. Engage and mobilize the community around issues of need with programs for building resilience
2. Improve the short-term and long-term livelihoods of community members by enabling them to become self supporting, and in the process to improve food security (i.e., move away from reliance on food aid to community-based food production)
3. Significantly improve the environment in which people live, and their health
4. Reduce the damage caused by disasters through disaster risk reduction strategies and disaster mitigation training

CHAPTER 3

Theory of Change *How the End State May Be Achieved*

The strategy that *Together* has employed is based on a theory of change (see Chapter 5 for a discussion of *Together's* strategy). An analysis of how poor health and human well-being indicators for a region could be addressed yields a number of options. What processes should be employed to bring resilience to one of the most economically marginalized ethnic groups, to those who suffer from food insecurity, perennial conflict, persistent poverty, environmental degradation, and climatic risks? One can imagine a variety of solutions. From various strategies that could be employed, *Together* has chosen a particular approach. Why has it selected this one? This chapter addresses the underlying, theoretical assumptions of the *Together* strategy.

ELEMENTS OF THE THEORY OF CHANGE

The coalition has created the strategy for *Together* based on the following theory of how to build resilience and improve the lives of a highly marginalized ethnic group.

- 1. *In situ improvement.*** Human beings have found ways to survive, and often thrive, in almost every place on earth. From the arctic to the Sahara desert, from swamps to rich prairies, from coastlines to the interior of vast continents, over thousands of years the human race has adapted to diverse environments, worked out ways to overcome hardship, and formed communities. While life for the Karamojong in the Kotido district is very difficult, and they currently face challenges that are greater than those faced by much of the world's population, it is possible to create improvement in the current location. The task of building resilience is not so "impossible" that the Karamojong cannot be helped where they are.
- 2. *Viability of changes with external impetus.*** Scores of years of observed history, and possibly hundreds of prior years largely unknown to modern

anthropologists or historians, suggest that, unaided, the situation of the Karamojong does not improve significantly. However, external stimulus would likely bring enduring changes. Substantial improvements have been initiated by external forces in areas such as education, healthcare, religious beliefs, crop production, clean water, and other areas. It seems clear that changes that do not occur spontaneously from within the community may occur when introduced from the outside.

3. **Interrupting cycles of harm.** Analysts will write of “vicious cycles” of poverty, crop failure, famine, war (tribal cattle raiding), and disease. Badly needed are gracious cycles of income, agricultural prosperity, good food supply, peace and well-being, and health. Yet, the harmful cycles seem to intersect and overlap to prevent the Karamojong from getting ahead, breaking free from their many-faceted impoverishment. What is needed is an interruption, an intervention, an action that stops one or more of these cycles and thus allows for the devastating cycles to be terminated. An external “hand up” is needed; education alone won’t suffice.
4. **Holistic solutions.** Programs offered should be holistic, addressing a matrix of key needs in the community. An approach that solves a single issue, even one that solves it extraordinarily well, will not, in the long run, serve to build resilience. Due to the multi-dimensional character of the challenges faced by the Karamojong, and the interactions between problems like crop failure, hunger, and economic well-being, a single-outcome strategy (e.g., increasing access to clean water) is inadequate.

This raises the important issue of whether *Together* is capable of generating a holistic approach; after all, it is limited to three organizations, each with specific expertise. It is possible that a needs assessment would uncover a need that is quite foreign to all coalition members and which none of them can address in a professional manner. In such a case there are three possible dispositions, as indicated below.

- ✓ Another partner could be brought in to the coalition.
- ✓ The issue could be “outsourced” to another development organization with appropriate expertise.
- ✓ The problem could be left unaddressed; this may be appropriate when it is less urgent than others, or when it is beyond the scope of *Together’s* work, such as solving inter-tribal cattle raiding.

Ideally, *Together* will be able to provide a holistic solution to the key issues facing the Karamojong.

5. **Local people know their prioritized needs.** Well-meaning Westerners, be they “aid workers” or “missionaries” or “development specialists,” cannot know the most urgent needs of the Karamojong. While it may be true that such persons, especially those with related experience, may be able to formulate a catalog of challenges and urgent problems, they cannot know what is most urgent. The priorities of the local people should be respected. This is especially so when *Together’s* work follows that of many others who have brought a variety of programs to the Karamojong. They have a sense of the issues that should be addressed first, what is really needed. This is not information that professionals can bring from outside; it must be obtained by listening.
6. **Local participation.** Successful strategies will include local participation that commences early in the process. Just as priorities cannot be known without input from the local community, programs cannot be executed without substantial local involvement. For successful outcomes, this participation must start at the design stage of a program. Importing a “foreign” program and “dumping” it on the Karamojong is not likely to generate strong outcomes.
7. **Sustainability.** Outcomes generated by programs introduced should be sustainable after *Together* concludes its work. Solutions created by external parties, with access to vast resources and information, should be so designed that, after a period of time, the planned outcomes can be achieved without outside agencies and the resources they bring. While the duration required for outcomes to become self-sustaining cannot be known at the outset, it is assumed that five years is adequate to achieve this. This requires a long-term perspective on all that is done.
8. **Building on local assets.** A key to sustainability is that solutions and programs utilize and exploit community assets. Initiatives must utilize the “building blocks” that exist in the community, that are readily accessible. This means that local resources are utilized, that history and traditions are respected, and existing knowledge is incorporated. Such an approach honors the wisdom and experience of the community, reduces resistance to change, enhances the probability of long-term sustainability, and removes some complexity.

CHAPTER 4

Together Coalition

Background of the Coalition & Profiles of Its Partners

The Coalition

MANAGEMENT

One senior staff person from each of the four partner organizations jointly comprises the *Together* Council. The Council manages the partnership and provides direction to implementing partners regarding the overall strategy of the project. The Council meets at least semi-annually. A chairperson and secretary are appointed annually. Currently these positions are held by Stan Doerr of ECHO and Jeff Barker of SMUMCF, respectively.

TIMELINE

- | | |
|------------------|--|
| Dec 2010 | Partners begin to outline concept for a collaborative working relationship. |
| July 2011 | The Karamoja region of Uganda is selected for the coalition's first project. |
| Oct 2011 | <i>Memorandum of Understanding</i> is formalized and signed by the <i>Together</i> partners. |
| July 2012 | The first 5-year project commences in Uganda. |

Funding Partner:
St. Marys United Methodist Church Foundation

OVERVIEW & HISTORY



Formed in 2001 as a supporting organization of St. Marys United Methodist Church, SMUMCF is a “steward of the manifold grace of God” (1 Peter 4:10); its mission includes being a lasting, effective, and compassionate charitable resource for organizations that respond to people in need and that promote evangelical Christianity. The spending policy of the foundation provides for annual grant making, typically in the range of 5% of the average three-year market value of the total foundation

assets. During the 2004-2010 grant cycles, the foundation’s primary international focus was on a partnership with CWS in support of Giving Children Hope (GCH), an initiative to benefit children in East Africa, particularly those who have been orphaned, but also those who suffer the dire consequences of AIDS/HIV, war, and famine. During that time, the foundation was also working with MAP and ECHO on some smaller initiatives, some of which intersected GCH. It was through these intersections that the first visions of *Together* were born. In 2011, following the success of GCH, the foundation began exploring the opportunity of a greater collaboration, which became *Together*.

Ministry Key Facts

LEGAL NAME

St. Marys United Methodist Church Foundation (SMUMCF)

ADDRESS

1712-B Osborne Road
St. Marys, GA 31558

TELEPHONE

912.510.9350

WEBSITE

www.smumcfoundation.org

MINISTRY SECTOR

Social, Civic, Public Policy & Philanthropy

SENIOR EXECUTIVE

Jeff Barker, president

EMAIL

smumcf@tds.net

MISSION STATEMENT

“As stewards of the manifold grace of God, we will be a lasting, effective, and compassionate charitable resource for agencies in Southeast Georgia, the nation, and the world that respond to people in need, for institutions related to United Methodism, and for organizations that promote evangelical Christianity.”

GEOGRAPHIC FOCUS

75% of grants support organizations working in Southeast Georgia and agencies of the South Georgia Conference of the United Methodist Church. The

remaining 25% of grants are for the international work of the *Together* project.

CLIENTS SERVED

Organizations that support people in need, United Methodist institutions, and organizations that promote evangelical Christianity

STRATEGY

To support the charitable activities of St. Marys United Methodist Church, SMUMCF awards grants to nonprofit organizations who provide support to people in need, in four key areas (see “Programs & Products” for a description of these areas).

INCORPORATED

December 5, 2000; Georgia

EMPLOYER IDENTIFICATION NUMBER

58-2591172

501 (C) (3)

Yes, March 2001

BOARD

Yes, 9 directors.

BOARD INDEPENDENCE

All are independent.

ECFA

No

AUDITED FINANCIAL STATEMENTS

Yes, by Schell & Hogan, LLP

YEAR END

December 31

PROGRAMS & PRODUCTS

SMUMCF provides grants to nonprofits working in the following areas:

- ✓ **ADULTS & ELDERLY.** To promote the spiritual, mental, and/or physical well-being of adults and the elderly.
- ✓ **CHILDREN, YOUTH, & FAMILIES.** To promote the spiritual, mental, and/or physical well-being of children, youth, and families.

✓ **CHRISTIAN EDUCATION, EVANGELISM, & MISSIONS.** To equip God’s people for evangelism, programs whose sole focus is spreading the gospel, and mission programs which seek to spread the gospel through Southeast Georgia and international services for people in need.

✓ **HEALTH, MENTAL HEALTH, & INTELLECTUAL DISORDERS.** To provide research, treatment, or care in the fields of health, mental health, and intellectual disabilities.

NUMBER OF PAID STAFF

3 fulltime, 0 part-time; no staff raise their own support

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET) 12/31/11

| | |
|---------------------|--------------|
| Assets: | \$33,294,033 |
| Liabilities: | \$1,679,795 |
| Net assets: | \$31,614,238 |
| Portion restricted: | \$0 |

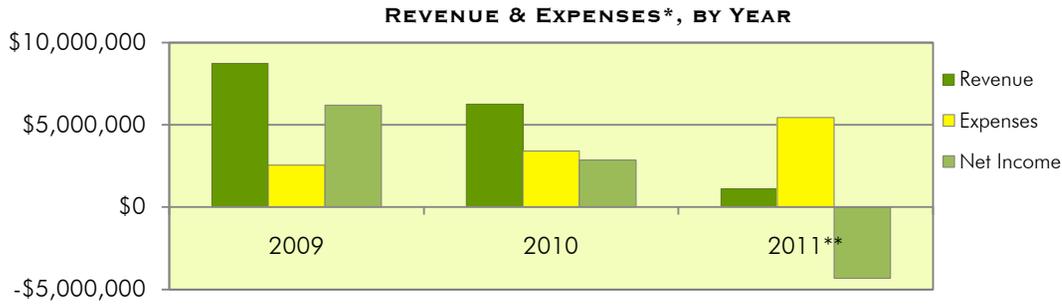
Source: Audited financial statements

STATEMENT OF ACTIVITIES (INCOME STATEMENT) 1/1/11 – 12/31/11

| | |
|-------------|---------------|
| Revenue: | \$455,411 |
| Expense: | \$4,790,637 |
| Net income: | (\$4,335,226) |

Source: Audited financial statements

REVENUE & EXPENSE TREND



Source: 2009-10 Forms 990; 2011 audited financial statements

*Revenues and expenses include unrealized gains and losses on investments.

**In 2011 SMUMCF accrued its entire 5-year \$2 million commitment to Together.

*Implementing Partner:
MAP International*

OVERVIEW & HISTORY



MAP International (MAP) began in 1954 as a program activity within the Christian Medical Society when Ray Knighton, the executive director of the Christian Medical Society, received a phone call from a representative of a pharmaceutical company who wanted to donate excess medicines to medical missionaries for use in their hospitals around the world. The medicines were high-quality and had enough shelf-life to be used effectively, but had been overproduced. Mr. Knighton agreed to facilitate the donation of 11 tons of medical supplies. Recognizing the need, he began to solicit other pharmaceutical and medical supply companies for donations and developed a network of partner mission hospitals that needed the products. Thus began the Medical Assistance Programs. In 1964 the program was spun off into an independent nonprofit organization called Medical Assistance Programs, Inc. In 1975 the name was changed to MAP International, Inc. In the mid 1970s MAP added to its medical supply work a focus on community-based health education and training to prevent disease and promote good health.

Today, MAP has grown through the support of pharmaceutical companies, an engaged board of directors, dedicated service-oriented staff, committed and faithful donors, strategically-located country offices staffed with highly-qualified committed people desiring to serve those in need, community health training workshops, triennial international health conferences, the development of the

Travel Pack (explained under “Programs & Products,” below), mission trips, and the development of the Total Health Villages program (also explained under “Programs & Products”). MAP has two U.S. offices and nine country offices and partnerships around the world. MAP medicines reach more than 100 countries each year. Recently, the organization passed the \$4 billion mark in total value of medicines and supplies delivered around the world.

Ministry Key Facts

LEGAL NAME

MAP International (MAP)

ADDRESS

4700 Glynco Parkway
Brunswick, GA 31525

TELEPHONE

912.265.6010

WEBSITE

www.map.org

MINISTRY SECTOR

Human Services & Medical

SENIOR EXECUTIVE

Michael J. Nyenhuis, president and CEO

EMAIL

mnyenhuis@map.org

MISSION STATEMENT

“To promote the total health of people living in the world’s poorest communities by partnering to provide essential medicine; promote community health development; and prevent and mitigate disease, disaster, and other health threats.”

GEOGRAPHIC FOCUS

Developing countries

CLIENTS SERVED

People living in the world’s poorest communities suffering from disease, disaster, and other health threats

STRATEGY

To help people in developing countries have access to healthcare, MAP provides essential medicines and health supplies, promotes community health development, and prevents and mitigates diseases, disasters, and other health threats.

INCORPORATED

July 14, 1965; Illinois

EMPLOYER IDENTIFICATION NUMBER

36-2586390

501 (C) (3)

Yes, March 1968

BOARD

Yes, 14 directors

BOARD INDEPENDENCE

All are independent

ECFA

Yes, since December 1979

AUDITED

FINANCIAL STATEMENTS

Yes, by CapinCrouse, LLP

YEAR END

September 30

PROGRAMS & PRODUCTS

✓ MEDICAL SUPPLY DISTRIBUTION.

MAP distributes donated and purchased medicines and medical supplies to health workers, village pharmacies, dispensaries, clinics, hospital, and relief centers serving people living in poor communities in over 100 countries. These healthcare provisions include antibiotics, anti-malaria drugs, wound care supplies, de-worming medicines, over-the-counter pain relievers, allergy and respiratory medicines, sutures, and other medical supplies and pharmaceuticals.

✓ TRAVEL PACKS. MAP provides medical professionals making short-term medical mission trips to poor communities throughout the developing world with a 'clinic in a box.' Travel Packs contain pre-selected medicines and custom

orders of medicines specifically requested by traveling teams.

✓ COMMUNITY RELIEF PROGRAMS.

MAP equips families, health workers, church leaders, and others to build comprehensive health initiatives in their communities by partnering in education, training, information, and awareness-training. Community health programs address critical tropical diseases and empower local communities to build the conditions that result in improved health outcomes.

✓ TOTAL HEALTH VILLAGES. MAP has field offices in nine countries where local staff work with communities to promote health, prevent disease, and provide treatment. One of its signature programs is the Total Health Village which is an integrated community health program designed to facilitate self-empowerment among communities so that they have the ability to improve their quality of life and solve problems on their own.

✓ DISASTER RESPONSE PROGRAMS.

MAP provides critical health supplies to people injured and displaced by natural and man-made emergencies.

NUMBER OF PAID STAFF

Globally 250 fulltime, 20 part-time; no staff raise their own support

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET) 9/30/11

| | |
|---------------------|--------------|
| Assets: | \$42,617,418 |
| Liabilities: | \$5,382,783 |
| Net assets: | \$37,234,635 |
| Portion restricted: | \$12,221,982 |

Source: Audited financial statements

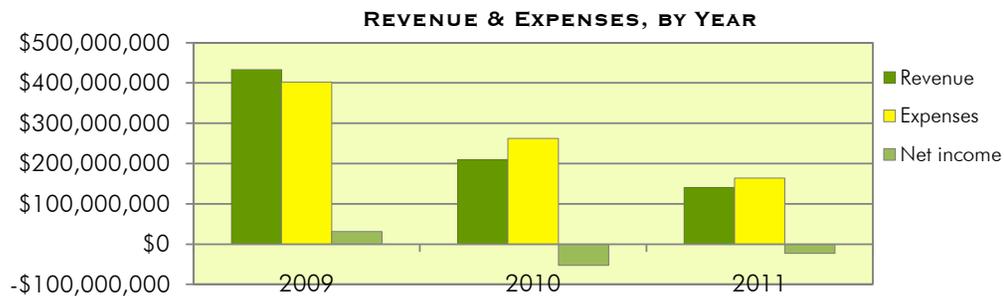
STATEMENT OF ACTIVITIES (INCOME STATEMENT) 10/1/10 – 9/30/11

| | |
|-------------|----------------|
| Revenue*: | \$140,465,723 |
| Expense: | \$163,564,551 |
| Net income: | (\$23,098,828) |

Source: Audited financial statements

*Revenue includes in-kind gifts, mainly donated medical supplies and equipment, valued at \$131,441,188 in 2011.

REVENUE & EXPENSE TREND



Source: 2009-10 Forms 990; 2011 audited financial statements

Implementing Partner: Church World Service

OVERVIEW & HISTORY



CHURCH WORLD SERVICE

Church World Service (CWS) was founded in 1946. In the aftermath of World War II, a number of denominations came together to form an agency "to do in partnership what none of us could hope to do as well alone." Its mission was to feed the hungry, clothe the naked, heal the sick, comfort the aged, and shelter the homeless. In 1947, CWS, Lutheran World Relief, and the National Catholic Welfare Program created a joint community hunger appeal, the Christian Rural Overseas Program (CROP)—today CROP stands for Communities Responding to Overcome Poverty. CROP's "Friendship Trains" and "Friendship Food Ships" traveled across the country, picking up commodities such as corn, wheat, rice, and beans to be shared around the world. In the 1950s, CWS expanded its ministry to Asia, Africa, and Latin America.

In the 1960s, CWS changed its focus from a band-aid approach for emergencies to supporting long-range, problem-solving efforts (now known as development work). This more "holistic" approach encompassed emergency relief, refugee assistance, and long-term development in many parts of the world. It was predicated on the belief that ultimately, better capacitated communities are the key to mitigating issues of hunger, homelessness, and natural disasters.

In recent years, CWS has grown its immigration and refugee programs, domestic disaster response, and food security programs in many regions of the world. It has also seen a number of local partner groups that it helped create become strong national NGOs in their own countries.

Ministry Key Facts

LEGAL NAME

Church World Service (CWS)

ADDRESS

475 Riverside Drive
Suite 700
New York, NY 10115

TELEPHONE

212.870.2066

WEBSITE

www.churchworldservice.org

MINISTRY SECTORS

Human Services & Medical
Disaster Relief & Development

SENIOR EXECUTIVE

John McCullough, CEO

EMAIL

Donna Derr, director of development & humanitarian assistance,
dderr@churchworldservice.org

MISSION STATEMENT

“Church World Service works with partners to eradicate hunger and poverty and to promote peace and justice around the world.”

GEOGRAPHIC FOCUS

Developing countries

CLIENTS SERVED

In the U.S., CWS serves refugees accepted by the U.S. government for resettlement and people affected by natural disasters. Outside of the U.S., CWS serves those in need in developing countries.

STRATEGY

To eradicate hunger and poverty, as well as promote peace and justice around the world, CWS works independently or with in-country partners to provide food and water solutions, advocate for poverty solutions, resettle refugees, and respond to environmental disasters.

INCORPORATED

June 12, 1946; New York

EMPLOYER IDENTIFICATION NUMBER

13-4080201

501 (C) (3)

Yes, June 2000 (was previously under a group exemption of the National Council of Churches USA)

BOARD

Yes, 60 directors (in 2013 this will decrease to 20 directors)

BOARD INDEPENDENCE

All are independent.

ECFA

No

AUDITED

FINANCIAL STATEMENTS

Yes, by Crosslin & Associates

YEAR END

June 30

PROGRAMS & PRODUCTS

✓ **ERADICATING HUNGER & POVERTY.**

CWS does more than just provide food—it promotes food security with programs that protect land rights, support nutrition education and food diversification, and value indigenous

knowledge. CWS provides site-specific resources to alleviate food shortages. Solutions depend on local needs, but can include: emergency food, seeds for replanting, training in fish farming, and improved garden irrigation.

✓ **WATER PROVISION.** CWS provides water for health (e.g., to improve sanitation conditions by digging clean water wells), for food (e.g., irrigation, water management), for the future (e.g., the natural purification and sustainability of water resources via ecosystem-based management), and for peace (e.g., the support of peaceful sharing of water resources).

✓ **EDUCATION & ADVOCACY.** CWS’s connection to partners in the U.S. and around the world informs and inspires its work in education and advocacy. By raising awareness about poverty, hunger, the HIV/AIDS epidemic, human rights, and peace-building, CWS brings the voices of its partners into churches, community groups, and government. It appeals to the U.S. government, the United Nations, and key international institutions to formulate policies responsive to the needs of impoverished people around the world.

✓ **REFUGEE RESETTLEMENT.** CWS partners with the U.S. government in welcoming newly arrived refugees and helping them become self-sufficient in this country.

✓ **EMERGENCY RESPONSE.** CWS responds to emergencies worldwide by advocating for those most in need; seeking out unmet needs of survivors, particularly people who were vulnerable and marginalized before the disaster; assisting in long-term recovery; restoring and build community relationships; and providing a larger vision of life that includes emotional and spiritual care as well as physical rebuilding.

NUMBER OF PAID STAFF

Globally 800 fulltime, 78 part-time; no staff raise their own support

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET) 6/30/11

| | |
|---------------------|--------------|
| Assets: | \$29,848,347 |
| Liabilities: | \$18,483,130 |
| Net assets: | \$11,365,217 |
| Portion restricted: | \$9,112,216 |

Source: Audited financial statements

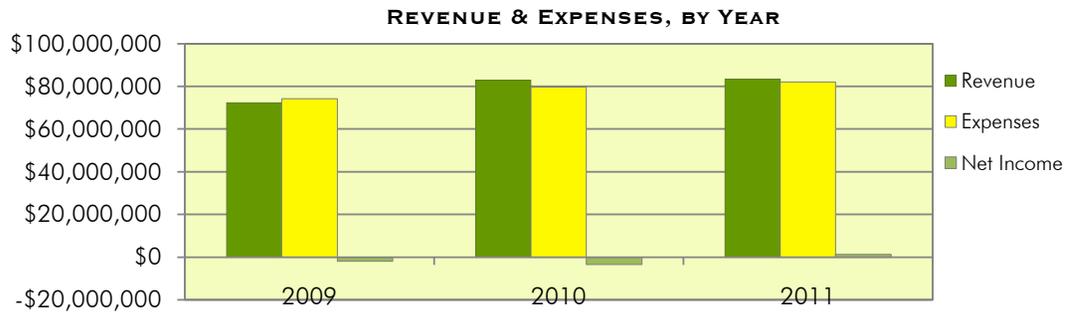
STATEMENT OF ACTIVITIES (INCOME STATEMENT) 7/1/10 – 6/30/11

| | |
|-------------|--------------|
| Revenue*: | \$83,337,359 |
| Expense: | \$82,029,444 |
| Net income: | \$1,307,915 |

Source: Audited financial statements

*Revenue includes in-kind gifts, mainly donated medical supplies and equipment, valued at \$6,365,832 in 2011.

REVENUE & EXPENSE TREND



Source: 2009-10 Forms 990; 2011 audited financial statements

Implementing Partner:
ECHO, Inc.

OVERVIEW & HISTORY



In the early 1970s Indiana businessman Richard Dugger led a group of high school students on a visit to Haiti and was deeply moved by the plight of people in a developing country such as Haiti. He and others made personal commitments to

share their time and resources to help meet the needs that they had seen. Other Christian laymen and clergy from Indiana and Florida caught the dream, and ECHO (Educational Concerns for Haiti Organization) was born. In 1981, ECHO more clearly defined its role in international agricultural development and all of ECHO's resources were directed towards strengthening the work of agricultural farmers around the world. ECHO became an ever-growing pipeline for sharing information, ideas, techniques, methods, plants, books, materials, and solutions to ease world hunger. The first issue of *ECHO Development Notes* (EDN) was published in 1982. ECHO's intern program also began in the early 1980s.

In 1991 ECHO purchased a 7.5-acre farm to provide housing and expansion space alongside its office in Florida. In 1998, a generous gift made it possible for ECHO to construct two large buildings, a visitor reception building, and a technical resource building. The addition of these buildings allowed for an expanded bookstore, tour reception area, and a larger library. In 2001, ECHO received a grant to develop the Global Village and Research Center (more information under “Programs and Products,” below). ECHO’s ministry has experienced substantial growth over the last several years.

Ministry Key Facts

LEGAL NAME

ECHO, Inc.

ADDRESS

17391 Durrance Road
North Ft. Myers, FL 33917

TELEPHONE

239.543.3246

WEBSITE

www.echonet.org;
www.echocommunity.org

MINISTRY SECTOR

Disaster Relief & Development

SENIOR EXECUTIVE

Stan Doerr, president and CEO

EMAIL

sdoerr@echonet.org; alternate contact is David Erickson, chief organizational development officer, derickson@echonet.org

MISSION STATEMENT

“ECHO is a global Christian organization that equips people with agricultural resources and skills to reduce hunger and improve the lives of the poor.”

GEOGRAPHIC FOCUS

Developing-world countries

CLIENTS SERVED

Agricultural development workers worldwide

STRATEGY

To reduce hunger and improve the lives of the poor, ECHO provides specialized support for agricultural development workers in third-world countries through

education, training, seeds, and networking solutions.

INCORPORATED

March 23, 1973; Indiana

EMPLOYER IDENTIFICATION

NUMBER

23-7275283

501 (C) (3)

Yes, November 1973

BOARD

Yes, 9 directors

BOARD INDEPENDENCE

All are independent

ECFA

Yes, since June 1994

AUDITED

FINANCIAL STATEMENTS

Yes, by Barton, Gonzalez, & Myers

YEAR END

March 31

PROGRAMS & PRODUCTS

✓ **GLOBAL VILLAGE AND RESEARCH CENTER.** ECHO operates a demonstration farm and tropical fruit nursery where six separate areas of third-world climates are simulated. The global village is not only a hands-on training ground for those searching for help in tropical agriculture, but also an educational tool to make the public aware of hunger-related issues and ways to alleviate malnutrition and starvation. More than 10,000 visitors toured the farm last year.

✓ **SPECIALIZED SEED DISTRIBUTION.**

ECHO's working seed bank has made a large number of tropical plants, underutilized and ideal for growing in difficult farming conditions, available to development workers. It annually distributes 4,000 seed packets to development workers. There is no charge, though ECHO requests that the recipient report on the performance of the new plants and their acceptance in the new communities.

✓ **INFORMATION SHARING.**

ECHO shares new farming ideas, techniques, and plant information with international development workers in a variety of ways. It circulates a quarterly networking bulletin, *ECHO Development Notes (EDN)*, to development workers worldwide. The most recent edition was sent to over 3,500 agricultural workers in 180 countries. (The EDN is also available online.) ECHO staff members respond to specific farming questions from those working in developing nations via ECHO's online network portal (people from 145 countries have joined the portal). ECHO has published several books and a series of technical notes that are available online. In addition, agricultural development workers from around the world spend from a few days to a few months at ECHO where they use the library (which contains over 4,000 books and articles on third-world tropical agriculture), attend seminars and conferences, and

work alongside interns in their projects for practical, hands-on experience. 18-30 countries are represented at each of ECHO's four annual conferences.

✓ **INTERNSHIPS.** Recent college graduates who have a strong Christian commitment and are planning a career of service overseas are considered for ECHO's 12-month internship program. ECHO selects ten interns each year; interns are responsible for managing the farm and seedbank, giving tours, and much more. After 12 months on the ECHO farm, interns are encouraged to spend 3-6 months in an overseas setting with one of ECHO's network members.

NUMBER OF PAID STAFF

Globally 53 fulltime, 9 part-time; no staff raise their own support

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET) 3/31/12

| | |
|---------------------|-------------|
| Assets: | \$6,611,277 |
| Liabilities: | \$2,240,976 |
| Net assets: | \$4,370,301 |
| Portion restricted: | \$ 652,753 |

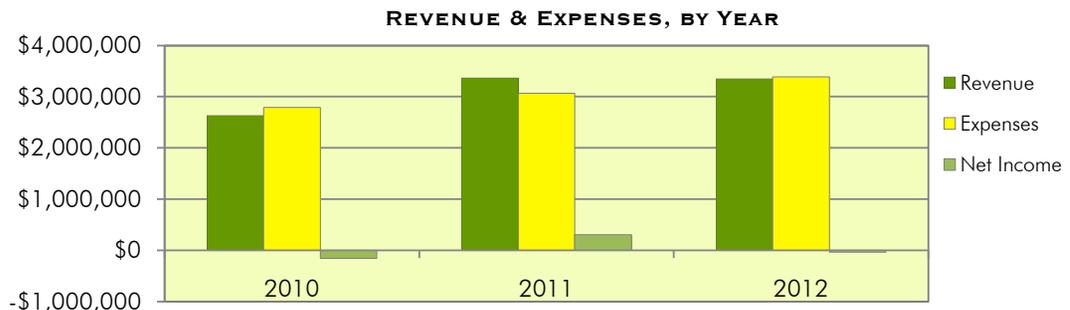
Source: Audited financial statements

STATEMENT OF ACTIVITIES (INCOME STATEMENT) 4/1/11 - 3/31/12

| | |
|-------------|-------------|
| Revenue: | \$3,348,158 |
| Expense: | \$3,387,400 |
| Net income: | (\$39,242) |

Source: Audited financial statements

REVENUE & EXPENSE TREND



Source: 2010-11 Forms 990; 2012 audited financial statements

CHAPTER 5

Project Description

Design & Strategy of Together & Its Current Status

OVERVIEW

The goal of *Together* is to improve health and development outcomes for the people living in the Kacheri sub-county of Karamoja and to ensure that they develop resilience so that they can cope with their environment. By increasing their capacities and decreasing their vulnerabilities, the target communities will become empowered.

Seven of the 22 villages in the Kacheri sub-county were chosen for project intervention in year one—two villages in the Lokiding parish, two in the Losakucha parish, and three in the Kacheri parish. The project will be scaled up to impact additional villages in subsequent years. The year one villages were selected based on their potential receptiveness to development and new ideas, as well as population size and proximity to a water shed development, schools, and health centers.

The implementing partners will work jointly to ensure that objectives are reached, via two teams:

- ✓ **Strategic program coordination team**—consists of one person from each of the three implementing partners: Dr. Ravi Jayakaran (MAP), Daniel Tyler (CWS), and David Erickson (ECHO). The focus of this team is to oversee, coordinate, and provide technical assistance and guidance to the in-country field program staff. Dr. Jayakaran and Mr. Erickson reside in the U.S.; Mr. Tyler resides in Kenya. Each person may make trips to Uganda as needed.
- ✓ **Field implementation team**—consists of field program staff from the three implementing partners, led by Jimmy Onen-Walter (MAP), Mary Obiero (CWS), and Erwin Kinsey (ECHO). The field implementation team leaders do not reside in Kotido, but are each located in Africa and travel to

Kotido frequently. An additional 10-12 indigenous staff from the three partner organizations reside in Kotido and implement the project activities.

The strategic program coordination team met in Arusha, Tanzania for four days in April 2012 to review and deliberate on the baseline study findings and to develop the program implementation plan. It is described below.

PROJECT OBJECTIVES & ACTIVITIES

The project has been developed around the four objectives listed below. Included with each objective is a summary of the activities *Together* will engage in to fulfill the stated objective. The activities will occur at various intervals over the life of the project. Many will be implemented in year one, though some may fall in later years; the project implementation will be responsive to ongoing productivity and external elements. Some activities will be ongoing and will last the entire duration of the project. Many will be replicated as the project is rolled out to additional villages. In addition, as implementation occurs, certain activities may be modified, added, or eliminated based on feedback from community members. The project's ultimate success depends on community involvement, therefore, the project plan could be adjusted based on the community's ongoing assessment of what is and isn't working.

A detailed project "logframe" (logical framework or logic model) exists which correlates outputs, activities, implementation area, and responsible partner for each overarching objective. This logframe is summarized in Appendix C.

- 1. *Community mobilization. Organize the community; engage and mobilize them around issues of community need with programs for building their resilience.*** Youth groups and adult groups will be formed in each village to act as change agents in the community. The groups will be taught farming skills and business principles. Savings and loans programs will be set up to encourage entrepreneurship. All youth will be encouraged to attend school, adult literacy classes will be offered, and paid teaching internship positions will be created. Intercommunity peace initiatives will be created to encourage community dialogue and to train the community in conflict resolution.
- 2. *Livelihoods secured. Improve short-term and long-term livelihoods of the communities.*** To improve food security, *Together* will identify high potential plants for expanded home gardens and evaluate their success for larger community use. It will also assess the potential for school gardens, where food supplies would not only be created, but youth could learn farming techniques as a part of the school curriculum. To improve water security, *Together* will work with the community to develop a variety of water-retention

and harvesting methods to ensure continued access to water sources. It will introduce fodder cultivation by identifying the sites for fodder banks and planning the banks. It will also identify chicken breeds that can thrive in the area, and supply the necessary chicken vaccines to prevent disease. By teaching the Karamojong people how to support local agriculture, *Together* will work with the villages to diversify income sources.

3. **Environment and health improved. Significantly improve the environment in which people live and improve their health.** To improve soil and water conservation, *Together* will work with the community to evaluate watersheds in three parishes, identify potential sand dam locations, and construct 1-2 sand dams. To improve health awareness and health treatment facilities, *Together* will identify youth in villages to be trained as village health trainees (VHTs) and provide and replenish VHT kits; support an expanded immunization program; support and orient the trained birth attendants (TBAs) on safe baby delivery; train health workers on basic health needs; support monthly health outreach sessions; distribute essential medicines and vaccines; and teach family planning methods.
4. **Disaster mitigation. Reduce the damage caused by disasters in the area through disaster risk reduction strategies and disaster mitigation training of community leaders.** *Together* will work with each village to create a Community-Based Disaster Management (CBDM) committee and train members to develop a Disaster Risk Reduction (DRR) plan by identifying potential disasters in each village and looking for ways to counteract them. *Together* will begin to mitigate disasters such as drought by planning re-forestation, teaching techniques in dry land farming, and introducing new crops.

STRATEGY

To ensure that the Kacheri communities develop resilience to cope with their environment and improve health and development outcomes, *Together* employs the following strategic elements.

- ✓ **Work together.** The *Together* project brings multiple areas of competency and expertise together for a common goal. It is a shared effort that brings together three implementing partners, each a leader in its area of humanitarian focus. By bringing in experts in different fields, in a collaborative manner, *Together* allows for a comprehensive and thorough response that is more effective than what any one organization could do alone. The coalition is structured as a true collaboration with mutual submission to the greater good and agreement to

act, not simply as individual agencies, but to work together in good faith to maximize the success and impact of the project.

- ✓ **Assess and prioritize needs.** Prior to beginning field work, the coalition conducted a comprehensive baseline study to discover local priorities. The baseline study provides assurance that the project is focused on meeting the most tangible needs in the community—basic needs such as food availability, water sanitation, and education.
- ✓ **Use a holistic approach.** *Together* seeks to address the most basic needs in the community—those identified in the baseline study, which are: food insecurity, conflicts, and water scarcity. To do this, it will use a holistic approach. To address the community’s physical well-being, it will seek to provide healthy food and clean water, as well as healthcare access; for the community’s social well-being, it will organize community groups; to promote safety, it will conduct peace initiatives; and for their intellectual growth, it will advocate for education for children and literacy training for adults.
- ✓ **Empower the community.** The *Together* project works *with* the community and encourages community activity to create lasting change. The project’s ultimate success depends on community involvement, as the end goal is to create sustainability, so that the work done by the coalition can continue long after the partners leave the region. The project plan involves forming small groups in each of the villages that will be used to enact change, in hopes that change can happen at a grassroots level, instead of as a result of a top-down approach. Because the villages are community-driven, it is believed this is the best approach to get involvement and widespread transformation.
- ✓ **Train and instruct for long-term sustainability.** Delegates from each of the implementing partners will train community members in their area of specialty. The strategy here is to build from the wealth of knowledge to which these organizations have access—whether it be in best planting practices, the importance of education, or safe ways to deliver a baby—and to teach these practices and ideas to village members so that the knowledge then lies *within the community itself* and can be passed on to later generations. This process promotes long-term sustainability for the Karamojong.

POTENTIAL PARTNERSHIPS & COLLABORATIONS

The Ugandan Ministry of Health and the Ministry of Education have been supportive of *Together’s* plans for Kotido. *Together* has worked with the government to explain the necessity and benefits of creating infrastructure, support, and systems in the

region. Its recommendations have been well received and the ministries are assisting *Together* in limited capacities. *Together* is also partnering with World Food Program (WFP), a program of the United Nations that gives food in exchange for work. It is encouraging WFP to direct the work it requires towards projects that will build infrastructure. *Together* is partnering with the Church of Uganda, educating the church leaders on important issues, so that they can educate congregants. It is important to collaborate with the church, as it is a voice of authority in the region. *Together* also partners with several other development NGOs.

PROJECT RELATIONSHIP TO OVERALL WORK OF IMPLEMENTING PARTNERS

The activities that encompass the *Together* project plan logically align with the combined expertise and competencies of the three implementing partners. As individual organizations, MAP, CWS, and ECHO could not implement the project as designed; however, as the coalition's name implies, collectively these organizations bring the combined skills necessary to address the comprehensive issues faced by the Karamojong people.

- ✓ MAP has been providing health development solutions and medical resources in developing countries around the world since its founding in 1954. It has extensive experience doing similar work in Uganda and other African countries; it has a substantial office and presence in Kotido.
- ✓ Since its inception in 1946, CWS has conducted hunger and poverty eradication programs, peace-building initiatives, and water provision projects around the world. It has considerable experience doing this work in Kenya, adjacent to Uganda, and has recently started to expand its work into Uganda.
- ✓ For the past 40 years ECHO has equipped persons serving the poor in developing countries with agricultural resources and skills to reduce hunger and improve the lives of those in poverty. ECHO has done similar work to that planned for *Together* in many countries but not in Uganda or in east Africa. It has made a strategic decision to enter this region of the world and the *Together* project is one of its first in the region.

CURRENT STATUS

Project implementation began July 1, 2012 and is in the initial rollout stage. Members of the field implementation team are in place, as well as local staff, and are beginning to execute planned activities.

MONITORING & EVALUATION

In its design of the project, the coalition partners were intentional about creating common indicators that would point to achievement of project objectives at various

points in time during the 5-year plan. A monitoring and evaluation plan was designed to track progress, record achievements, report weaknesses, and make necessary implementation adjustments in a timely manner. The process for monitoring the project and evaluating its impact is described below.

The members of the strategic program coordination team and the three leaders of the field implementation team will participate in a monthly conference call to discuss project performance, challenges, necessary implementation adjustments, and other items necessary to keep the project moving forward. In addition, the strategic program coordination team will meet every six months to review working relationships, program progress, and document best practices that will inform future planning. The strategic team will submit a consolidated program and financial report to the *Together* Council no later than 30 days after the end of the semi-annual period (so reports are due Jan 1 and August 1 each year).

A mid-term assessment will be conducted by *Together* staff at some point in the project's third year; the assessment design will be determined at a later time. Its purpose is to gauge the project's progress, successes, and challenges, and to give the coalition an opportunity to strengthen the project through a re-design of the implementation plan, if necessary. This mid-term assessment may be performed by Calvin Edwards & Company if the *Together* Council chooses to use an external evaluator.

Calvin Edwards & Company (CEC) will conduct a final evaluation of the project at its 5-year conclusion. This evaluation will measure changes in indicators compared to the baseline study and include an *Evaluation Report* on the impact of the intervention. CEC will work with *Together* field staff to design appropriate instruments and methodologies to gather evaluation data. Project field staff will conduct the data gathering and submit the information to CEC for analysis and report writing.

ANTICIPATED YEAR ONE OUTPUTS

During the first year of implementation, numerous outputs are expected. A full list of the outputs can be found in the logframe at Appendix C. While not all outputs in the logframe will be achieved in the first year, the logframe does act as framework for all planned year one activity.

LONG-TERM OUTCOMES

Together's four overarching objectives portray the long-term outcomes the project strives to achieve. Again, they are to:

- ✓ Organize the community; engage and mobilize them around issues of community need with programs for building their resilience.
- ✓ Secure short-term and long-term livelihoods of the communities.
- ✓ Reduce the risks of disasters in the area through disaster risk reduction strategies and disaster mitigation training of community leaders.
- ✓ Ensure that the environment in which people live and the health of the people is significantly improved.

TIMELINE & MILESTONES

PLANNING & NEEDS ASSESSMENT (JULY 2011 – JUNE 2012)

Members of the coalition visited the project area in July 2011 to carry out a reconnaissance of the area. Prior to that trip, MAP's Uganda team office had made preliminary investigations of the area using techniques such as a review of secondary data, a holistic worldview analysis, soil structure profiling, and other methods. Subsequent to the planning trip, the *Together* Council determined how the needs assessment study (baseline) would be conducted, and created a plan to implement the study. The baseline study took place during February and March 2012 and the baseline reports were written shortly thereafter. The year one program plan was submitted to the funding partner (SMUMCF) on behalf of the implementing partners on June 22, 2012.

Together will be implemented in four annual fiscal year phases plus one 6-month final phase; the first fiscal year began July 1, 2012. The project, as currently designed, is projected to conclude December 2016.

PHASE I: YEAR ONE IMPLEMENTATION (JULY 2012—JUNE 2013)

In the first year of project implementation, *Together* will conduct numerous activities in seven villages toward the accomplishment of six goals. Each goal fits into one of the project's four long-term objectives, described earlier in this chapter.

- ✓ Curb violence through peace building efforts (Objective 1)
- ✓ Improve livelihoods (Objectives 1 and 2)
- ✓ Improve food security (Objective 2)
- ✓ Advance water availability and safety (Objective 2)
- ✓ Improve health and sanitation (Objective 3)
- ✓ Reduce disaster risk (Objective 4)

SUBSEQUENT PHASES: YEARS 2-5 IMPLEMENTATION (JULY 2013—DECEMBER 2016)

The project objectives are the same for all annual phases of *Together*. Activities may change or be adjusted as the project progresses, and will be rolled out to additional villages over time. An exact timeline of this rollout has not been determined; it is too early to make precise projections. If implementation goes as planned, *Together* will phase out during the project's final months in 2016.

CHAPTER 6

Personnel

Key Experts Providing Direction & Oversight

Executive Leadership

A senior executive from each of *Together's* partners jointly comprises the *Together* Council. The Council manages the partnership and provides direction to implementing partners regarding the overall strategy of the project.



JEFF BARKER, PRESIDENT, SMUMCF. AGE 56.

Jeff Barker has been with the foundation since its inception. He previously worked with Gilman Paper Company and later with Durango Paper Company serving in a variety of management positions including executive vice president and general manager. He is involved in a number of local community activities including past president of St. Marys United Methodist Men, past president of the Rotary Club of Camden County, and past chairman of the Camden County Chamber of Commerce. Mr. Barker serves on several nonprofit boards, advisory boards, and steering committees. He was named a Hull Fellow in 2009 by the Southeastern Council of Foundations. Mr. Barker has a bachelor of science degree from North Carolina State University and an executive education certificate from Louisiana State University.



MICHAEL NYENHUIS, PRESIDENT & CEO, MAP. AGE 51.

Michael Nyenhuis has served as president and chief executive officer of MAP since 2000. In this role, he provides overall strategic direction and leadership to a worldwide effort to bring health and hope to people living in poverty. He oversees staff in ten countries and partnerships reaching around the globe. Previously, Mr. Nyenhuis held positions as chief operating officer and director of information services at MAP.

Prior to joining MAP, he worked as a journalist and educator. Mr. Nyenhuis earned an undergraduate degree in communication and media studies from the University of Wisconsin Green Bay and studied in the graduate school at the University of Florida. He also has an MBA from Emory University.



DONNA DERR, DIRECTOR OF DEVELOPMENT & HUMANITARIAN ASSISTANCE, CWS. AGE 56.

As director of development and humanitarian assistance, Donna Derr is responsible for the coordination, management and implementation of CWS emergency response program relief and recovery/rehabilitation activities and CWS development programs throughout the world. Ms. Derr joined CWS in 1998. Prior to her work with CWS, she served as a consultant developing training curriculum for the U.S. Federal Emergency Management Agency (FEMA), did program monitoring and evaluation with the United Nations High Commissioner for Refugees (UNHCR), and served as director of the Church of the Brethren Refugee Resettlement and Disaster Response Programs. She holds a bachelor of arts in education from Towson State University and has completed continuing education courses in volunteer management, disasters and development, and international law, disaster, and armed conflict.



STAN DOERR, PRESIDENT & CEO, ECHO. AGE 57.

Stan Doerr joined ECHO in 2004 after working with World Vision International where he served as program director for the Assaba and Tageant regions in Mauritania, West Africa for three years. Prior to joining World Vision, Mr. Doerr worked as an agriculture development consultant for the Chapin L.W. Foundation, consulting for a variety of organizations including USAID, World Vision, and the Kellogg Foundation in 23 countries worldwide. Mr. Doerr has lived and worked in over 45 countries around the world, working in community development and agriculture. He has a master of science degree in reproductive ecology from the University of Texas.

Other Key Personnel

Short bios on the key members of *Together's* strategic program coordination team and field implementation team are presented below.

STRATEGIC PROGRAM COORDINATION TEAM

DR. RAVI JAYAKARAN (MAP)

Dr. Jayakaran is the vice president of global programs for MAP, where he provides supervisory oversight and strategic support for all of MAP's global programs. He has over 33 years experience in poverty reduction and development programs. Dr. Jayakaran developed the Holistic World View Analysis tool which is a foundational tool for holistic transformation development leading to community empowerment. He has lived and worked in India, Cambodia, China, and the U.S.

DANIEL TYLER (CWS)

Mr. Tyler is the CWS Africa regional coordinator, a role he has held since 2007. In this position Mr. Tyler oversees all of CWS operations in Africa. Prior to holding this position, he was the Eastern Africa regional representative for CWS for 13 years, the CWS Somalia program coordinator for a little over one year, and prior to that did development work for the international division of the YMCA, USAID, and Africare, Inc. Mr. Tyler has a B.A. in biology from Greenville College.

DAVID ERICKSON (ECHO)

Mr. Erickson is the chief development officer of ECHO, where he leads the organization's department of strategic global deployment. Previously, Mr. Erickson worked at World Hope International, as its chief operating officer, and at Samaritan Inn as its co-founder and president. He was selected as an Ashoka Fellow in 2001 and serves on two boards of directors. Mr. Erickson has a B.A. in economics, political science, and history from University of Minnesota and a master of public policy from Harvard University.

FIELD IMPLEMENTATION TEAM

JIMMY ONEN-WALTER (MAP)

Mr. Onen-Walter joined MAP in 2005 as an intern. Today he oversees and manages all MAP International's programs in Uganda. This includes two operation areas: the northern region (Amuru District) and the *Together* project's northeastern region (Kotido District). He lives and works out of Gulu in Northern Uganda where he oversees a community clinic he helped to establish. Before joining MAP, Mr. Onen-Walter was a professional teacher in Kampala City. He is currently completing his masters in management science.

MARY OBIERO (CWS)

Mary Obiero is a regional program coordinator for CWS. Located in Kenya, she is in charge of the management, monitoring, and evaluation of socio-economic development programs in Africa. Ms. Obiero received a bachelor's degree in sociology in history from Kenyatta University in 1994; she held various other research and assessment positions prior to joining CWS in 2005.

ERWIN KINSEY (ECHO)

Mr. Kinsey resides in Tanzania where, before joining ECHO, he worked for Global Service Corps (GSC) as the Tanzania country director. While at GSC, he was responsible for developing new projects with sustainable impact in rural communities, with a focus on HIV/AIDS and sustainable agriculture. Prior to GSC, he worked at Heifer Project International, first as its country director and then as its development officer. Mr. Kinsey has a bachelor of science in animal science from the University of Vermont and a master of science in managing rural change from the University of London.

CHAPTER 7

Business Model & Funding
Funding Requirements & Sources

BUSINESS MODEL

The *Together* project will be entirely funded by donor contributions. The funding partner, SMUMCF, has committed to provide a total of \$2 million over a 5-year budget period that began January 2012. Additional project funding will come from contributed personnel and operating expenses from the implementing partners, as needed during the project's life. Because the project will be scaled up to impact additional villages in subsequent years, each implementing partner will need to raise, from its own donor base, the additional resources necessary to carry out its portion of the expansion plan.

Together maintains a donor-advised fund with the National Christian Foundation (NCF) for the project. Grants from SMUMCF flow through the donor-advised fund and are disbursed to the implementing partners as authorized by the *Together* Council. Future contributions from other donors for the project could also flow through this donor-advised fund, if desired. Thus, oversight of contributions and disbursements to *Together* are handled by the Council and not by one particular partner.

IMPLEMENTATION BUDGET: YEAR ONE, JULY 2012 – JUNE 2013

Various planning and preparation activities took place from January 2012 to the commencement of implementation, which began July 1, 2012. The following budget is for the first year of implementation.

INCOME

| | |
|---|-------------------------|
| Grants from SMUMCF: year one implementation | \$400,000 |
| Carryover funds from SMUMCF: planning phase | <u>52,457</u> |
| Total | <u>\$452,457</u> |

EXPENSES

Direct implementation expenses:

| | |
|--|-------------------------|
| Objective 1: Community mobilization | \$20,400 |
| Objective 2: Livelihoods secured | 29,830 |
| Objective 3: Improved health & environment | 32,615 |
| Objective 4: Disaster mitigation | 14,270 |
| Other direct program expenses | <u>4,500</u> |
| Subtotal—direct implementation | 101,615 |
| Program staff: strategic coordination & field implementation | 109,950 |
| Coordination & monitoring expenses | 64,550 |
| Program audit | 3,750 |
| Kotido office & guest house rent | 8,640 |
| Office supplies & utilities | 4,080 |
| Internet connectivity | 11,000 |
| Transport/vehicle expenses | 18,000 |
| Evaluation and consulting fees | 51,500 |
| Disbursement fees (NCF) | <u>2,000</u> |
| Total Expenses | <u>\$375,085</u> |

NET INCOME**\$77,372**

An allocation of the year one budget to the *Together* implementing partners, plus consulting and other fees, is reflected in Table 1 below.

TABLE 1: YEAR ONE BUDGET, BY IMPLEMENTING PARTNER, PLUS CONSULTING FEES

| | MAP | CWS | ECHO | CEC | NCF | Total |
|----------------------|-----------|----------|----------|----------|---------|-----------|
| Year 1 Budget | \$147,202 | \$80,314 | \$94,069 | \$51,500 | \$2,000 | \$375,085 |

SUBSEQUENT YEAR BUDGETS

Detailed budgets for years 2-5 have not been created. As additional villages are incorporated, project expenses are projected to increase over year one expenses. The partners have roughly estimated the expense levels for years 2-5. The estimated budgets are not static. It will be possible to create precise budgets for these years as the project unfolds and the pace of existing and expanded activities is determined. Also, the timing and availability of funding from new donors will indicate the degree to which implementation can be expanded to additional villages or the rate at which activities planned for later years can be moved up and conducted earlier.

The projected revenue and expenses for future years do not include in-kind support that may come from the Ugandan government, the national church, or local NGOs. Any such support would allow for an even greater level of intervention to the target communities; however, this support would not impact the annual expense projections necessary for the implementing partners to carry out planned activities.

Table 2 presents *Together's* projected annual budgets for years 2-5.

TABLE 2: ANNUAL BUDGETS, YEARS 2-5

| | Year 2 July 2013 to June 2014 | Year 3 July 2014 to June 2015 | Year 4 July 2015 to June 2016 | Year 5 July 2016 to December 2016* |
|------------------------------|--|--|--|---|
| Revenue | | | | |
| Prior year carryover | \$77,372 | \$8,516 | \$0 | \$0 |
| SMUMCF contribution** | \$400,000 | \$400,000 | \$400,000 | \$200,000 |
| Total revenue | \$477,372 | \$408,516 | \$400,000 | \$200,000 |
| Projected Expenses | (\$468,856) | (\$728,562) | (\$728,562) | (\$364,281) |
| Funding Excess/(Need) | \$8,516 | (\$320,046) | (\$328,562) | (\$164,281) |

*Year 5 is a 6-month period which concludes the project.

**From January 2012 to June 2013 (the start-up and year one phases), SMUMCF contributed \$600,000 to *Together*. Combined with the planned contributions for years 2-5, SMUMCF's total contribution for the 5-year project is \$2 million.

Once the project is well underway and the model is validated, *Together* may seek to expand it substantially by accelerating the plan and providing more services to more villages on a much more rapid schedule. Were this the case, subsequent year budgets would be increased to correspond with expanded implementation.

FUNDING SOURCES

Planned annual contributions from the funding partner, SMUMCF, are established for the 5-year project. Each implementing partner will seek contributions from its respective donor base to fund the combined projected deficit for years 2-5.

NOTE REGARDING FINANCIAL REPORTING

Together is a covenantal partnership between four independent nonprofit corporations. The project will have its own profit and loss statement, showing the project's revenue and expenses, allocated by each implementing organization.

Each partner's stand-alone finances are available to the public through its respective Form 990s filed with the IRS each year. In addition, each organization can provide donors with audited financial statements and specific information on the financial operations of *Together*, if requested.

CHAPTER 8

Project Risks

Potential Threats to Success

Certain risks are inherent in *Together's* solution to the problem of poverty in northeastern Uganda. These include, but are not limited to, the following.

TIMEFRAME

Based on extensive research, *Together* has projected that it can create lasting change and sustainability in the Kacheri sub-county over a period of five years. While certainly a large amount of good work will be done during that time period, there is a risk that it will not be enough time to create radical change in the region, or that the project will end before the people in Kacheri have reached a level of resilience that can be sustained without Western intervention. *Together* will mitigate this risk by continuously updating activities and priorities based on 6-month progress reports, adapting to changing conditions, and by projecting successes and failures. From the outset the project is designed to create sustainable change and avoid dependence on external resources.

COLLABORATION

Together is made up of four partners, a funding partner and three implementation partners. Each implementation partner is a leader in its respective field of humanitarian aid. Each desires to work with the others for the greater good of the people in Kacheri. However, there is a risk that the partners will disagree at points during the 5-year project or will not see eye-to-eye on particular aspects of the project's implementation. To mitigate this risk, the four partners have designed and agreed to an MOU which specifically outlines how the partners will successfully work together, along with how they will address conflict, should it arise. Also, cross-organizational teams at each level (three in all) help to ensure enduring cooperation. Lastly, the Council will conduct periodic collaboration audits to identify policies, processes, or relationships that need to be strengthened to ensure the coalition partners work together effectively.

IMPLEMENTATION PARTNER DELINQUENCY

Each implementing partner is responsible for executing or overseeing the execution of specific project activities and outputs. In addition, partners will jointly conduct certain activities. There is a risk that if one partner does not fulfill a portion of its responsibilities, this could jeopardize the work of the other partners, or the project as a whole. This could occur in the U.S., where the project is being managed and overseen, or in the field where partner field staff are working. The risk is somewhat mitigated by the conflict resolution clauses in the MOU. In addition, recurring project monitoring activities should reveal undesirable situations in the field in a timely manner, which would allow the Council to address any such situations before they become serious or hinder the project's progress.

FUNDING

SMUMCF's \$2 million contribution to *Together* is expected to fund about 71% of the 5-year total project cost. The implementing partners will jointly raise the remaining 29%, or approximately \$805,000, from their respective donor bases. While this is a substantial amount of money, it is manageable in relation to the partners' combined annual budgets, or when considered across three organizations over four years. Still, there is a risk that planned activities would have to be modified due to lack of adequate outside funding.

EXTERNAL RISKS

The Karamojong have not thrived in the past due to a variety of external factors outside the community's control. Droughts, fires, flooding, political upheaval, and many more external factors have burdened a people group beyond their ability to excel in their environment. The purpose of the *Together* project is to help the Karamojong learn how to mitigate these risks and to rise above them. However, should extreme circumstances arise—war, extreme drought, mass flooding—it could hinder the progress of the coalition's work and cause setbacks in meeting goals on time. To mitigate this risk, *Together* plans to be flexible with its planning, tackling urgent problems as they arise. Its multi-organization approach that brings together diverse skills helps to ensure its flexibility. The long-term nature of the project—over five years—should allow for recovery from schedule changes that become necessary as a result of external factors.

LOCAL RECEPTION

Together was received well by the Karamojong during the planning and baseline study phase phases of the project. The relationships built between community members and coalition staff thus far has been amenable and there is no reason to suspect that it will not continue this way. However, achievement of the project's

objectives is dependent upon a positive relationship between *Together* and the Karamojong, who must be effectively trained in a variety of tasks and then take ownership of the work. *Together* is doing so that results are sustained. *Together* will mitigate this risk by consistently seeking feedback from the community as the work progresses, and if the community is not responding positively to *Together's* training and plans, revamping the approach to win more support.

UGANDAN GOVERNMENT

Together is trying to garner the support of the Ugandan government for its efforts in Kotido. In part, it is taking its direction from the Ugandan government, which has encouraged the Karamojong, formerly pastoralists and nomads, to become agriculturalists and contain themselves to a specific region. *Together's* plan works within this framework to encourage agriculture as a way of life. However, the Ugandan government has, in the past, been volatile and unstable, and could potentially change its policies and attitudes towards the Karamojong at any time, and especially with a change in leadership. This could result in an inability for *Together* to continue its programming as planned. *Together* is mitigating this risk by building relationships with the Ugandan government and advising on best practices on stabilizing this people group.

CHAPTER 9

Conclusion

A Charitable Investment Opportunity

The *Together* project's goal is to improve health and development outcomes for the people living in the Kacheri sub-county of Karamoja and to ensure that they develop resilience to cope with their environment. In year one, *Together* will intervene in seven of the 22 villages in the Kacheri sub-county. The project will be scaled up to impact additional villages in subsequent years.

Together is actively seeking investors to support the project, especially for moving its model for transformation from seven villages to include all 22 villages. This *Project Prospectus* describes the organizations and the system in considerable detail in its current state; however, like so many pilot programs, the actual course and the results are subject to many factors that cannot be predicted or controlled.

Together seeks persons and institutions that will make tax-deductible contributions to be used as described herein. Investors may wish to advise on the strategy or participate in other ways, including contributing in-kind services. *Together* embraces such partnerships.

Together invites you to consider this *Prospectus* and the important project it portrays for one of the world's most neglected people groups. Will you support this project to bring humanitarian aid to the impoverished people of northeaster Uganda?

To obtain more information or contribute, please contact:

Jeff Barker

St. Marys United Methodist Church Foundation

1712-B Osborne Road

St. Marys, GA 31558

Phone: 912.510.9350

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APPENDIX A

Baseline Study Methodology

This section outlines the methodology for each component of *Together's* baseline study.

HOUSEHOLD & WATER FOR LIFE SURVEYS

SAMPLE SIZE & PARTICIPANT SELECTION

The sample size and participant selection for the Household and Water for Life surveys (referred jointly as “Household” surveys) employed a stratified cluster sampling strategy using the following steps:

1. Stratify the Kacheri sub-county by three parishes—Lokiding, Kacheri, and Losakucha
2. Establish the population in each parish¹⁰
3. Derive the number of households in each parish, using the average number of people per household in the region
4. Randomly select villages within the parishes—two in each parish
5. Randomly select households in the selected villages, based on a probability proportional to the size of the village.

At a 95% level of confidence and permissible error of 3%, a sample size of 661 households was calculated. Applying the stratified cluster sampling strategy to this sample size resulted in a breakdown of target household surveys as reflected in Table 3.

¹⁰ Uganda Bureau of Statistics, Sub-national projections (2008-2012) for the Northern Eastern Region of Uganda.

TABLE 3: QUANTITY OF HOUSEHOLD SURVEYS, BY PARISH & VILLAGE

| Parish Name | Village Name | Total number of households in village | Sample size |
|-------------|----------------|---------------------------------------|-------------|
| Lokiding | Kanameriorngor | 403 | 154 |
| Lokiding | Nakorsoburin | 228 | 87 |
| Kacheri | Kogole West | 491 | 188 |
| Losakucha | Natir | 237 | 91 |
| Kacheri | Napeeru | 184 | 70 |
| Losakucha | Kanayatareng | 186 | 71 |

Household heads above 17 years of age could participate in the survey, provided they were a resident of the village where the survey was administered and were willing.

FIELD WORK PREPARATION & PROCESS

The Household fieldwork was managed by MAP and CWS international staff, who recruited and trained local data collectors. Team training and pre-tests of the Household survey instruments in two villages¹¹ occurred on January 30-31, 2012. The instruments were administered from February 1-6, 2012. Appointments were made in advance with individual household heads. Surveys from a total of 659 household heads were collected.

DATA ANALYSIS

All survey variables were coded and entered into the analysis software, Statistical Package for the Social Sciences (SPSS). The data was cleaned prior to, during, and after data entry. The results of the data analysis plus recommendations and conclusions are presented in a 24-page report written by CWS international staff.

SURVEY LIMITATIONS

Owing to illiteracy, the community members were not able to give their actual age. Data on age and birth was estimated based on the community events calendar. It was also necessary to estimate other data, including land size and number of animals owned. Lastly, since the survey was designed in English, transcription was a problem for some respondents because certain questions changed the original impression as pre-designed.

¹¹ Nakorsoburin and Kanameriorngor, in the Lokiding parish.

FOCUS GROUP DISCUSSIONS

SAMPLE SIZE & PARTICIPANT SELECTION

24 FGDs were conducted in 22 villages of the Kacheri sub county—six in the Lokiding parish, seven in the Losakucha parish, and eight in the Kacheri parish. Participants were not randomly selected. Instead, they were invited to participate based on characteristics deemed important for each exercise topic. Each group was limited to a maximum of 12 participants. Anyone above 15 years of age could participate, both male and female. Persons were excluded if they were drunk at the time of the exercise or not willing to participate.

Local authorities were informed in advance of MAP's intention to conduct the FGD exercises, including the reasons for the study and planned dates. The authorities acted as a key resource in mobilizing the study participants.

FIELD WORK PREPARATION & PROCESS

MAP's in-country staff recruited and trained data collectors/interviewers. Those selected had at least two years' previous experience in Ten-Seed or with other participatory qualitative data collection techniques. Only individuals fluent in the local languages were used.

A two-day training was conducted to enable data collectors to have a common understanding of the FGD assignments and procedures. Each FGD exercise had been pre-tested by MAP to examine the suitability and validity of the discussion questions, determine the approximate time to complete the exercise, and identify any potential linguistic issues.

Each FGD exercise had a note-taker, a facilitator, and an observer. Qualitative interview guides and FGD purpose statements were designed in advance and used by the data collectors. Each semi-structured guide described the topics to be covered for the exercise and examples of follow-up or probing questions for the facilitators. On average each exercise took 30 minutes, though several took less, and each focus group had 9 participants. The first 23 FGDs were conducted consecutively in a village in one day. The final FGD—the Holistic Worldview Analysis—was conducted separately on another day.

The study team made every effort to address ethical considerations during the planning and implementation of the FGDs. All team members signed a confidentiality statement, which confirmed their commitment to keep participants' information safe and confidential. In addition, informed consent was given by each participant prior to implementation of an exercise.

DATA ANALYSIS & QUALITY ASSURANCE

Handwritten notes were transcribed, recorded in Microsoft Word, and categorized into emerging themes. Content analysis was conducted to interpret, contextualize, and draw implications from the qualitative data. Classification of responses into meaningful categories helped reveal patterns which closely followed the study's objectives.

Quality assurance of the data started at the field level. MAP supervisors monitored and accompanied field teams to all FGD areas. Guidance and checks on the data collection teams were provided along the way.

A 42-page report with detailed FGD results was prepared by the MAP staff in Kotido.

AGRICULTURAL PROFILE

In order to create an agricultural profile of the target area, a 3-member team from ECHO performed several investigative activities in the area during a 7-day trip to Uganda in March 2012. These activities consisted of:

- ✓ Inspections of the landscape, vegetation, soil profile, erosion gullies, a village borehole, and farming activities in several areas
- ✓ Visits to several roadside markets, shops where agricultural tools are sold, and a grain storage center
- ✓ Review of the plants, cookstoves, and a water catchment at a school
- ✓ Tour of the Red Cross plant nursery in Kotido
- ✓ Observation of several household surveys that occurred during the trip

After the trip, the ECHO team prepared an 18-page report complete with observations and recommendations regarding agriculture and environmental interventions for the area.

APPENDIX B

Baseline Study Findings

Introduction

This chapter includes the in-depth findings from the multi-faceted baseline study. The findings were derived from three reports compiled by *Together* staff at the conclusion of data collection and analysis activities: the *Household Baseline Survey Report*, the *Baseline Focus Group Discussion Report*, and the *Agricultural Profile*.

HOUSEHOLD SURVEY

The maximum number of responses for each household survey question was 659, the number of household surveys completed. Because not all households answered each question, the actual number of responses (“n”) for each question could differ from 659. Where applicable, in the findings presented below, the number of responses is mentioned if it were known to differ significantly from 659.

FOCUS GROUP DISCUSSIONS

The Ten-Seed method was used to determine findings from FGDs. For each of the 24 exercises, the focus group was given ten seeds and asked a question about their community. A diagram with possible answers to each question was provided. Groups were then instructed to place seeds in estimated proportions that reflected their village’s attributes. The allocation of seeds to options was recorded. Because 22 villages participated in each FGD and there were 10 seeds for each exercise, the maximum number of responses for each FGD across all villages was 220. The percentages were then tallied based on the number of seeds placed out of 220. For example, in the first exercise, focus groups were asked if the youth in the villages were organized or unorganized; out of an aggregate 220 seeds, 166 seeds were placed in the “unorganized” category. Therefore, for this exercise it was estimated that 75% of youth are unorganized.

The FGD findings presented below are for the 22 villages combined, across the three parishes where exercises were conducted. The *Baseline Focus Group Discussion Report* contains details of each finding by parish. Where useful, specific parish findings are also presented below.

In the references below to data obtained from the FGDs, we do not repeatedly refer to it as estimates based on the Ten-seed process. For readability we simply state statistics as findings from the process described in the methodology and do not re-state that findings are indeed estimates made via a process that does not ensure statistical validity.

Findings from the Household Survey & Focus Group Discussions

The Household and Focus Group Discussion findings are presented in categories (see green headings, e.g., “Household Composition,” “Adult Attributes,” etc.) because they are on similar topics, and both are based on community response. Parenthetical references after each finding indicate the source of the finding, i.e., the location in the original report from which the finding was derived. “HH” refers to the “Household” report and “FGD” refers to the Focus Group Discussion report.

HOUSEHOLD COMPOSITION

- ✓ **Households are large.** The average household size in Kacheri sub-county was 8.0 people. The average household size per village ranged from a low of 7.0 people (Nakasoburin) to a high of 8.3 people (Kanameriorngor). (HH p. 15)
- ✓ **More female than male youth.** Of households with youth, 53% of the youth 25 years and younger were females; 47% were males. Also, 77% of households with youth had 1-4 females in them; 80% had 1-4 males in them. (HH p. 19)
- ✓ **Half of households are headed by women.** Slightly more than half of the households were headed by women. Women household heads were more likely to be widowed or divorced (52%) than male household heads (48%). The proportion of households headed by females was significantly higher than the national average (30% headed by women)¹². The large

¹² Uganda Demographic Health Survey, 2006.

number of female-headed households could be attributed to the divorce rate and the level of conflict in the region. (HH p. 16)

ADULT ATTRIBUTES

- ✓ **More than half of adults are organized.** 60% of adults reported being organized. Adult groups also tended to be informal (64%), versus formal (e.g., churches, NGOs, and government groups). In the formal categories, participation in NGO groups was the most common (52%), followed by government groups (29%), and then churches (19%). Women were slightly more active in all formal group categories than males. (FGD 3.4)

YOUTH ATTRIBUTES

- ✓ **Youth are unorganized.** On average, 75% of youth were unorganized within their communities, not belonging to a particular youth group. Of the youth that were organized, the majority (71%) were in informal groups. The types of formal organizations include: churches, NGOs, and government groups. The majority (67%) participated in NGOs, followed by government (32%) and a small minority in church groups (1%). Youth indicated a preference for NGO groups because they had an organized system and provided an avenue for agricultural incentives such as farm tools and capacity building, unlike the church and government groups. (FGD 3.1)
- ✓ **Youth are active as change agents.** 81% of youth believed they were self-directed change agents in their communities. A change agent is described as a person who acts as a catalyst for change in the community. In fact, youth were more likely to be change agents than adult men and women. Youth made up 54% of the villages' changes agents; men were 24%, women were 22%. There was equal gender segregation among youth change agents. (FGD 3.2)
- ✓ **Youth engage in agriculture and livestock activities.** Knowing the activities that youth participate in not only gives an idea of their source of livelihood, but also denotes the socio-economic status of the individual or society. Based on a list of activities that were familiar to the community, the most common activities in which youth were engaged, in order of frequency, were: farming, fruit gathering, livestock/cattle rearing, and brewing. (FGD 3.3) In another discussion question, it was revealed that 61% of youth were involved in garden care. (FGD 3.8.2)
- ✓ **Activity roles are based on gender.** Focus group participants were asked which gender of youth was more likely to do each of ten common activities. Four activities were most commonly done by male youth (livestock rearing, charcoal burning, fishing, and hunting), three were done by female youth

(firewood collection, fruit gathering, and brewing), and three were fairly equally split by gender (farming, building, and brick-laying). (FGD 3.3)

EDUCATION

- ✓ **Adults perceive education as valuable.** Adult participants regarded education as having some value, with 99% indicating it was very important and critical for future development. (FGD 3.5.3)
- ✓ **Half of school-aged children do not attend school.** Despite the value placed on education, 51% of school-aged children in the sub-county did not attend school. For those who did attend, 47% of youth attended school irregularly. (FGD 3.5)
- ✓ **Poverty is the central reason for poor school attendance.** In the Household survey, poverty was cited by respondents as the main reason for poor school attendance (66%). Other reasons included: needing to do household chores (25%), refusal to go to school (8%), and herding (1%). (HH p. 20) The FGD results aligned with these results, indicating that school-aged children did not attend school for a variety of reasons. The most common reasons for not attending, in descending order, were: farming duties, lack of school fees, long distance to school, and lack of scholastic materials. (FGD 3.5.4)

INCOME SOURCES

- ✓ **Over half of households have one source of income.** 54% of households had one source of income. 42% of households received all or part of their income from being self employed in a micro-business. (HH p. 20)
- ✓ **Livelihood activities are sources of income and food.** Fruit gathering, casual labor, farming, and fishing were the main livelihood activities in the communities. (FGD 5.1.1)

FOOD AVAILABILITY

- ✓ **Access to food is a concern.** FGD participants estimated that a majority, 72%, had a little less food than they needed and that 4% were in perpetual need. 24% had just enough food. (FGD 3.6) The Household survey results corroborated these findings and gave more specific details. While only 16% of households gave feedback on the availability of food, of those who responded, 69% reported that they ate less than two meals per day (and this depended on the season) and another 15% reported that they hardly ate one full meal per day and often went to bed on an empty stomach. Only 17% of respondents reported that they ate regularly and did not have concerns related to food. (HH p. 21)

WATER

- ✓ **Boreholes are main water source for household use.** According to the Household survey, the main source of water for the majority of households was boreholes—man-made deep, narrow holes in the earth (97%), with a few households getting their water from earthen dams and streams. Only 15% of households reported having access to two sources of water. Regardless of the source, the water was shared between animals and humans. (HH p. 17) The FGD results substantiated these findings, while specifically referring to drinking water. 68% of villagers obtained drinking water from boreholes, mainly because they were nearby and considered safe. The remainder came from dams, valleys, rivers, and springs. (FGD 4.1.1)
- ✓ **Round trips to fetch water take up to four hours, and women are charged with this task.** 48% of households traveled a round trip distance less than five kilometers to get water; 34% traveled 5-10 kilometers. 43% of households spent 2.5-4 hours, on average, fetching water; 41% took less than 2.5 hours and 16% took longer than 4 hours. (HH p. 16-17) In all households females were charged with the responsibility of fetching water. In 35% of households this responsibility was shared with young boys. (HH p. 17)
- ✓ **Water is perceived to be at least somewhat safe.** 46% of respondents reported that the water was very safe; 50% said it was somewhat safe; 4% indicated the water was not safe at all. Correspondingly, only 17 households stated that they treat their water (by boiling it, using chemical or herbs, etc.). (HH p. 17)
- ✓ **Most people pay for water.** 73% reported that they spent more than 16 Kenyan shillings on a 20 liter container of water; this is equivalent to 1 cent per liter and is considered a high cost by the Karamojong. Only 20% reported that they get the water for free. (HH p. 17)
- ✓ **Water is managed by community water management committees.** Most households reported that water sources were managed by a community water management committee (90%); the balance were managed by private individuals. (HH p. 18)
- ✓ **Communities have extensive conflict over water sources.** Only one respondent reported that there were no conflicts over water sources. Most often, conflicts were between different communities (66%), but conflicts also existed within the community, and rarely, with wildlife. (HH p. 18)
- ✓ **Water sources are somewhat protected.** 56% of respondents had protected water sources; 44% reported having no protection for their water sources. Of those that reported having protected water sources, 61% reported that they were fenced with a live plant fence. Other protection

techniques included stone fences, timber fences, and other unidentified protection sources. (HH p. 18)

- ✓ **Rainfall is the major source of water for agriculture.** 94% of participants indicated that rainfall is the main source of water for crops and gardens. (FGD 4.1.2)

FIREWOOD & FUEL

- ✓ **Firewood accessibility is a burden for some.** 63% of participants indicated that villagers traveled 1-5 kilometers for firewood; the rest traveled longer distances, with 17% traveling 11 kilometers or more. (FGD 4.0)
- ✓ **Fuel efficient stoves are preferred.** Fuel efficient stoves were introduced as a means to limit deforestation, because traditional stoves use firewood, and trees are not numerous in the region. 60% of participants used fuel efficient stoves, while 40% still used traditional stoves. (FGD 4.2.1)

SHELTER

- ✓ **Adequate shelter is largely available.** Shelter is defined as a building or a group of buildings in which the household lives—it can be a hut, a group of huts, a single house, a group of houses, an apartment, or several one-room apartments, among others. 46% indicated that their shelter was adequate and dry, 39% said generally adequate and needed repair, while 15% said their shelter did not protect them from weather and needed major repairs. (HH p. 21)

HEALTHCARE

- ✓ **Household healthcare needs are largely not met.** Only 16% of households gave feedback on the receipt of needed health care services; however, of those responding, only 35% reported receiving almost all of the healthcare services their household needs. (HH p. 21)

LIVESTOCK

- ✓ **Goats, cows, and sheep comprise the majority of livestock.** Household livestock is 27% goats, 22% cows, 21% sheep, 16% “others” (including poultry), and 12% donkeys. (HH p. 16)
- ✓ **Animals find their own food.** When given a choice between free grazing and fodder (coarse food for livestock, composed of entire plants, including leaves, stalks, and grain), 100% of participants preferred free grazing for animals. That is, participants allowed animals to find their own food naturally, instead of providing food. (FGD 3.7)

- ✓ **Animals graze outside, but near, the village.** 83% of participants indicated that animals typically grazed outside the village, though within five kilometers of the village. (FGD 3.7)

LAND ACCESS & USE

- ✓ **Most have access to land and use it for kitchen gardening.** 86% of respondents reported that they had access to land. Those with land largely used it for subsistence farming (i.e., kitchen gardening); in addition to subsistence farming, land was used for animal husbandry (i.e., breeding and raising livestock) and was lent to others. (HH p. 18-19)
- ✓ **More than half own land.** With regard to land ownership, 60% of respondents reported that they owned land; 38% reported that they used land owned by their parents or others; and, 2% did not know who owned the land they used. (HH p. 19)
- ✓ **Village land is partially used for gardens.** Only 32% of the village land was used for home gardens. (FGD 3.8)
- ✓ **Village land is partially cultivated for agriculture.** Only 33% of land inside the village had been cultivated for agriculture. (FGD 3.9)
- ✓ **Soil types differ by parish.** One FGD analyzed the types of soil that exist in the three parishes, categorized by upland soil, midland soil, and lowland soil. Possible soil types included: sandy, clay, loamy (composed of sand, silt, and clay), red laterite (rich in iron), and black alluvial (fine-grained fertile soil deposited by water flowing over flood plains or in river beds). 60% of the upland soil is sandy; the midland and lowland soil is diversified among three parishes. (FGD 4.8)

ENVIRONMENTAL PROTECTION

- ✓ **Many households actively plant trees.** When asked about what environmental protection activity the household took part in, 59% of the households stated they planted trees. 25% of households reported that they were not engaged in any conservation activity. 16% of households reported that they were involved in community clean-up or environmental education. (HH p. 18)

EXTERNAL DISASTERS

- ✓ **Pests and disease, drought, and insecurity affect social well-being.** The most common type of external disaster were pests and disease (35%), followed by drought and “insecurity” which tied for the second most common type of natural disaster (both at 27%). (FGD 4.3.1)

- ✓ **Communities are not trained on disaster management.** Despite facing natural disasters on a regular basis, participants agreed that most (95%) of the communities were not trained on disaster management. (FGD 4.3.2)
- ✓ **Drought prevention strategies are lacking.** Forests were considered a means to prevent droughts. Participants reported that 35% of the land acreage was under forest cover. In addition, 24% of land was reported as having watershed development, which was considered an important technique to mitigate the risks of drought. (FGD 4.4.1 and 4.4.2)

CONFLICT, PROBLEMS, & UNCERTAINTIES

- ✓ **High level of interpersonal conflict exists.** 61% indicated that conflict exists in and among the villages. The reasons for conflict were land disputes, political struggles, cattle stealing, boundary quarrels, and family arguments. The majority, 67%, of conflicts occurred with other tribes; 19% occurred within the village; 14% occurred between villages. (FGD 4.5)
- ✓ **Community problems vary among parishes.** Community problems vary widely across the three parishes. In Lokiding and Kacheri, the lack of farm tools and lack of seeds topped the list of problems. In Losakucha, famine came first, followed by water crises and lack of health facilities. Other categories of problems were insecurity, pests and diseases, human diseases, and education facilities. (FGD 4.9)
- ✓ **Pests & diseases are the most common uncertainty.** Pests and diseases was the highest ranking uncertainty faced by communities (58%), followed by human diseases (26%). The following uncertainties each ranked at less than 5%: hailstones, wild animals, storms, floods, and “insecurity.” (FGD 5.0)

OTHER FGDS

One FGD generated a list of the main landmarks and resources (e.g., schools, health centers, boreholes, trees, bridges, etc.) in each village—these findings are found in Appendix D. Another exercise cataloged a timeline of major events that affected villagers’ lives, dating back to 1952. The results from this exercise are found in the *Baseline Focus Group Discussion Report*, available from *Together*. There was not one central “finding” that resulted from these exercises; however, their results were useful in providing context and background on the community.

HOLISTIC WORLD VIEW ANALYSIS

The final FGD used a participatory tool to understand a community’s perception of what it does to survive and continue with life processes. The Holistic World View Analysis (HWVA) discovered what variables that community members believed they could or could not control, and in turn informs the development interventions what could be carried out. The exercise drew on findings from three other FGDS—a

problem analysis, an uncertainty analysis, and a livelihood analysis. It then ranked the identified problems, uncertainties, and livelihoods to the degree to which the community is most vulnerable, or has little or no control, and to which it has the most capacity, or is able to control without outside intervention. *Together* will update the HWVA each year and track the community members' rank of areas of vulnerability and capacity over the life of the project. The expectation is that areas of vulnerability will decrease and areas of capacity will increase as a result of the project's implementation activities.

Agricultural Profile

After conducting an investigative trip in Uganda in March 2012, three ECHO staff prepared an agricultural profile that primarily provided observations in eight areas. The observations provided a basis for developing agricultural-related program plans.

1. **Existing agriculture**—types of crops, trees, vegetables, and plants grown in the region or available for sale in the local markets
2. **Animal husbandry**—animals observed in the region, grazing practices, and availability of animal medication in the local markets
3. **Agricultural tools and implements**—types of tools used by community members
4. **Agriculture techniques**—field preparation methods and crop growing techniques used
5. **Environment**—description of the landscape (e.g., grass cover, bare ground, flat, etc.), soil types, erosion issues
6. **Rainfall and water access**—rainfall estimates, effect of rainfall on the soil, and the existence of seasonal rivers, streams, dams, and bore holes
7. **Karamajong culture**—types of household structures, food sources, traditional roles of women and men, etc.
8. **Kotido area**—existence of NGO activity and food aid to the region

Based on their assessment of the agriculture and the observations in key areas, the ECHO staff made recommendations to address the three most critical agricultural and environmental issues.

1. **Promote household and school gardens.** This activity will encourage and enable cultivation of low-risk, high-impact plants at the household level, and help provide a greater supply of nutritious food. Additionally, the recommendation can be extended to the school level, where schools could grow appropriate plants and integrate information on growing, harvesting, and eating plants into the curriculum.

- 2. Design improved methods for field crop cultivation.** This activity will conduct on-farm trials to improve methods of growing field crops. These would be conducted and refined each year to develop best practices for field crops. Farm trial techniques address farm-related problems such as conserving water, increasing soil fertility, increasing overall production, and improving plant health.
- 3. Conduct watershed reclamation.** This activity will help restore a degraded landscape, provide a renewable source of wood and other forest products, and promote infiltration of rainwater which reduces run-off and erosion and improves the water table.

The ECHO team also recommended that the coalition take a holistic focus when dealing with agricultural and food security issues. This means that these activities should not just address the development aspects of the agricultural activities, but also the cultural interactions, social environment, land tenure, and food markets that affect all aspects of the Karamojong people.

APPENDIX C

Together *Logframe*

The logframe was developed through a process where objectives were conceived, drafted, re-evaluated based on baseline survey findings, and drafted in the form presented in the following pages. The logframe lists each of the project's four objectives, the outputs for each objective, and then the activities that support each output. At the mid-term point of the project, the logframe will be re-evaluated and updated, based on the status of the project and outputs achieved.

| Objective | Output | Lead Org | Summary of Activities |
|--|---|----------------|--|
| 1. Organize the community; engage and mobilize them around issues of community need with programs for building their resilience. | 1.1 Young people are organized, engaged, mobilized, and equipped to act as change agents in community | CWS | Create and strengthen youth groups in each village; set up youth training centers, equipped to teach the following skills: masonry, tailoring, carpentry, catering, animal husbandry; integrate business training into the skills training |
| | 1.2 Adults are organized, engaged, and mobilized to address the Holistic World View Analysis | MAP | Create and strengthen adult groups in each village to address the Holistic World View Analysis |
| | 1.3 Karamoja children are provided with safe and secure education; adults attain functional literacy | CWS | Create campaigns to increase education awareness; create paid teacher internship positions; offer adult literacy classes |
| | 1.4 Community-based savings and lending program(s) are developed | CWS | Support and facilitate existing groups with funds via capital leveraging, savings, loans, and revolving funds |
| | 1.5 Peace building and sustaining initiatives are created | CWS/MAP | Support and strengthen intercommunity peace initiatives with government, churches, and community leaders; engage community in dialogue and reconciliation; train community to respond to the conflict appropriately |
| 2. Secure short-term and long-term livelihoods of the communities. | 2.1 Develop a variety of water retention and harvesting methods for production purposes | MAP, CWS, ECHO | Mobilize community to identify water shed development areas and gather needed materials; establish micro-level irrigation system (rock catchment, soil conservation, and water harvesting structures) |
| | 2.2 Introduction of fodder cultivation for men rearing cattle | MAP/ ECHO | Mobilize community and identify sites for fodder banks, plan fodder banks, procure legumes for fodder banks |
| | 2.3 Improve food security (home gardens, field crop practices, etc.) | ECHO | Identify high potential plants for expanded home gardens, support and evaluate selected households for potential scale-up, train community in implementation; assess potential for school gardens, along with possibility for integration into curriculum; survey current field crops and practices to identify potential techniques and crops that might improve yields; train farmers in techniques. |
| | 2.4 Develop agriculture for families (e.g., small animals) | ECHO | Identify chicken breeds for the area and vaccines needed to prevent disease select households to train, support, and evaluate on implementation |
| | 2.5 Diversify income sources | ECHO/ CWS | Achieved through a variety of means, though namely, by creating agrarian lifestyle where food is produced and sold |

| | | | |
|--|--|--------------|--|
| 3. Ensure that the environment in which people live and their health is significantly improved. | 3.1 Develop micro-watersheds for soil and water conservation | ECHO | Evaluate watersheds in three parishes; identify potential sand dams; work with communities to select 1-2 construction locations; determine supplies available; construct sand dams |
| | 3.2 Improve public health awareness and treatment facilities | MAP | Identify village wise water sources for improvement; train on pump mechanics; fund at least one source of safe water resource in each village; identify youth in villages to be trained as Village Health Trainees (VHT); provide and replenish VHT kits; support expanded immunization program; support and orient the Trained Birth Attendants (TBA) on safe baby delivery; train health works on basic health needs; support monthly health outreach sessions, distributing essential medicines and vaccines; teach family planning methods |
| 4. Reduce the risks of disasters in the area through disaster risk reduction strategies and disaster mitigation training of the community leaders. | 4.1 Create Disaster Risk Reduction (DRR) strategies (re-forestation, dry land farming, etc.) | MAP/ ECHO | DRR plan developed in each village; identify villages for a forestation plan (identify native and other beneficial trees for a tree nursery); identify villages for dry land farming, along with crops to be introduced |
| | 4.2 Train on disaster mitigation | MAP/ ECHO | Identify the disasters that occur in each village; form a DRR and Community-Based Disaster Management (CBDM) committee in each village to counteract disasters |
| | 4.3 Disaster response capacity developed for initial response | MAP/ ECHO | Prepare a master plan for CBDM with a \$12,000 reserve fund in case of an emergency. (If not used, funds carried forward to next year.) |

APPENDIX D

Resources by Village

Focus Group Discussion participants were asked to draw maps that showed their villages resources. The following chart shows the resources each focus group listed for their respective village. (FGD 4.6)

| Parish/Village | Barracks | Bore-hole(s) | Bridge | Cattle market | Church | Community store | Dam(s) | ECD center | Fan shade | Forest | Grain store | Health center | Hill | River, spring, stream, or pond | Road(s) | Rocks | School(s) | Swamp | Trading center | Trees | Valley |
|------------------|----------|--------------|--------|---------------|--------|-----------------|--------|------------|-----------|--------|-------------|---------------|------|--------------------------------|---------|-------|-----------|-------|----------------|-------|--------|
| Lokiding | | | | | | | | | | | | | | | | | | | | | |
| Tepeth | | X | | | | | | | | | | | X | X | X | | | | | | |
| Kijuis | | X | X | | | | X | | | | | | X | X | X | | | | | X | |
| Kanameriongor | | X | X | | | | | | | | | | | X | | | | | | X | |
| Lokiding | | X | X | | | | | | | | | X | X | X | X | | X | | | X | |
| Nakorsoburin | | X | X | | X | | | | | | | | X | X | X | | X | | | | |
| Kalogwel | | X | | | | | X | | | | | | X | X | X | | X | | | X | |
| Losakutha | | | | | | | | | | | | | | | | | | | | | |
| Nasiryamamoru | | X | | | X | | | | | | | X | | X | | | X | | | | |
| Kanayatareng | | | | | | | | | | X | | | | X | X | | | | | | |
| Kogiligili | | X | | | | | | | | | | | | X | | | | | | X | |
| Nakarengan | | | | | | | | | | X | | | | X | X | | | | | | |
| Natir | | | | | | | | | | | | | | X | X | | | | X | | |
| Kokoria | | X | | X | X | | | | | X | | | | X | X | | | | | | |
| Lobanya | | X | | | | | | | | X | X | | | X | X | | | X | | | |
| Kacheri | | | | | | | | | | | | | | | | | | | | | |
| Namukur | X | X | | | X | | | | | | | | | X | X | | X | | | X | |
| Napeeru | | X | | | | | | | | | | | | X | X | | | | | | X |
| Nayonai | | | | | X | X | | | X | X | | X | | X | | X | | | | | |
| Kokuwum | | X | | | X | | | | | | | | | X | | X | | | | X | |
| Napwatapuli | | X | | | | | | | | | | | X | | X | | X | | | | X |
| Morunyung | | | | | | | | | | | | | X | X | X | | | | | | |
| Kogole West | | X | | | | | | X | | | | | X | X | X | | | | | X | |
| Kogole East | | X | | | | | | | | | | | X | X | X | | | | | X | |
| Lolelia | X | X | | | | | | | | X | | | X | X | X | | | | | | |